

## **International Negotiations 2024**

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### **Course Learning Framework and Objectives**

Negotiation, the process by which we reach agreement, is a core activity for international management. Improving negotiation skills potentially holds a range of benefits. Beyond the rather obvious aim of getting more of what you want, this course will help you to better understand the motivations of others, and to recognize and handle the negotiation styles of others, even in complex international contexts where shared meaning can be difficult to come by.

We will cover the basics of international negotiation in this course, but no matter your background and experience you can expect to be challenged. Likewise, regardless of prior knowledge, you will come out of this course better able to handle negotiations of every flavor, and will be able to advise others on their negotiation styles.

Specific learning outcomes include:

- Be able to recognize your style under stress in negotiation and deploy more effective alternatives.
- Employ effective individual negotiation strategies in high-stakes environments at work and elsewhere.
- Identify and respond effectively to unfair, unethical, or unskilled negotiation tactics.
- Effectively facilitate group decision making and negotiation using in-person and virtual environments.
- Recognize and anticipate cultural influences in the negotiation process.
- Assess the negotiation style of others through direct observation and survey instruments.

This course emphasizes the role of practice and application, and as such, we will dedicate a substantial portion of the course to experiential activities such as role play, direct observation, reflective exercises, peer coaching, and hands-on activities.

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### **Course Flow Structure**

Students will hone the skills of collaborative virtual work, improve technical and human literacy in the online and hybrid environment, and apply practical tools for successful collaborative work in virtual and hybrid teams.

### **Course Schedule**

- Thu, April 11, 13.45-17.00 Online Session
- Thu, April 25, 13.45-17.00
- Fri. May 3, 8.30-11.45
- Wed May 8, 13.45-17.00 Online Session
- Wed 15 May, 13:45-17:00 Online Session

### **Course Blocks:**

- 1 Introduction
- 2 Interrelational issues in negotiation
- 3 "First, do no harm": Understanding styles under stress and manipulative tactics
- 4 Effective negotiation techniques
- 5 Negotiating in special contexts and tough cases.
- 6 The international context
- 7 Group negotiation and facilitation

The course includes live and online sessions with the professor, individual work, collaborative virtual teamwork, collaborative presentations, and facilitation in the virtual setting. The teaching language is English.

Attendance is expected for the entirety of all class sessions. Students who do not attend 80% of the total class time (online and onsite) will automatically receive a negative grade. If students have scheduling conflicts, they must notify the lecturer at least 24 hours in advance via email to professor. Absences that are not communicated with lecturers before the start of the session will not be excused. Consequently, any missed graded component in the respective session will result in a negative grade.

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## Requirements and Grading

Becoming an effective negotiator requires practice, and this course includes assignments meant to facilitate it so you can apply it to your working lives. There will be some homework assignments that are meant to encourage you to apply the skills and to facilitate reflection.

Each of the 7 blocks includes an assignment to emphasize its learning outcomes. These will be posted to the Moodle prior to the start of the class where possible, though negotiation assessments may be adjusted based on the interests and needs of the class. The weights, however, are non-negotiable!

Evaluation is based on the following assignments:

| Block         | Mode       | Assignment  | Percentage |
|---------------|------------|---|------------|
| 1             | Individual | Pre-Course and Post-Course Surveys                    | 5%         |
| 2             | Individual | Exploring Possibilities Exercise                      | 10%        |
| 3             | Individual | Styles under stress survey + reflection diary         | 5%         |
| 4             | Individual | Diary Cards   | 20%        |
| 4,5           | Individual | Negotiation Assessment(s)                             | 10%        |
| 6             | Group      | Negotiation Assessment(s) II – International Contexts | 10%        |
| 7             | Group      | Facilitation Assignment – Group Negotiation           | 20%        |
|               | Individual | Attendance  | 20%        |
| Total Maximum |            |   | 100%       |

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## Course Readings and Resources

All materials required to achieve course objectives will be provided. Those interested in acquiring a deeper understanding of the subject can consult the following:

### Books:

Fisher, R., Ury, W. L., & Patton, B. (2012). *Getting to yes: negotiating an agreement without giving in*. London : Random House Business Books

Patterson, K., Grenny, J., McMillian, R. and Switzler, A.P. 09 (2002) *Crucial Conversations: Skills for Talking When the Stakes Are High*. New York: McGraw-Hill.

Kilgour, D.M. and Eden, C. (eds) (2021) *Handbook of Group Decision and Negotiation: Second Edition*. 2nd Editio. Springer.

Voss, C. (2016). *Never split the difference: Negotiating as if your life depended on it*. Random House Business Books: London.

### **Articles and Other Resources:**

Ackermann, F., Eden, C. and Pyrko, I. (2016) Accelerated Multi-Organization Conflict Resolution. *Group Decision and Negotiation* Vol. 25 No. 5 pp. 901–922.

Gunia, B.C., Brett, J.M., Nandkeolyar, A.K. and Kamdar, D. (2011) Paying a Price: Culture, Trust, and Negotiation Consequences. *Journal of Applied Psychology* Vol. 96 No. 4 pp. 774–789.

Elgoibar, P., Armstrong, R. and Euwema, M. (2022) Conflict Management in the Workplace. In: *Oxford Bibliographies. Psychology*. Oxford, United Kingdom: Oxford University Press, pp. 1–27. DOI: 10.1093/obo/9780199828340-0293