<table>
<tr><td colspan="2">DEREE COLLEGE SYLLABUS FOR: MG 4023 BUSINESS NEGOTIATION 3/0/3</td></tr>
<tr><td colspan="2">UK LEVEL: 6
UK CREDITS: 15
(Updated: Fall 2025)</td></tr>
<tr><td>PREREQUISITES:</td><td>None</td></tr>
<tr><td>CATALOG DESCRIPTION:</td><td>The negotiation process, negotiation and management, and the concepts of power and influence at work and in other settings. Negotiation and the development of business agreements, corporate diplomacy, inter-state and international agreements, and the dynamics of bargaining in national and international contexts.</td></tr>
<tr><td>RATIONALE:</td><td>Business relations have often been depicted as a game in which nation-states, business firms or individuals compete for various stakes. Yet often negotiations may involve win-win outcomes; the latter are typically more difficult to perceive and formulate, therefore requiring special skills on the part of the negotiator. How successful a given player is depends essentially on the amount of influence that can be exerted on the other player(s) in terms of shaping the latter's' behaviour in a desired fashion. This course examines the way this process is formulated through negotiation and bargaining. It also addresses the question of how external and internal negotiation has become a way of life for effective managers in a constantly changing business environment. This course provides students with the necessary theoretical and practical background to face bargaining and negotiating challenges in their professional careers.</td></tr>
<tr><td>LEARNING OUTCOMES:</td><td>As a result of taking this course, the student should be able to:

1. Explain negotiation as a dynamic process. (analysis)
2. Analyze the complexity of negotiation and the skills required for effective bargaining. (analysis)
3. Evaluate negotiation strategies for effective conflict resolution. (evaluation)</td></tr>
<tr><td>METHOD OF TEACHING AND LEARNING:</td><td>In congruence with the learning and teaching strategy of the college, the following tools are used:
• Classes consist of lectures, case studies, simulation exercises, and in-class discussion of related material. In-class participation is emphasized.
• Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course content.
• Use of the Blackboard learning platform: in order to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources.</td></tr>
<tr><td>ASSESSMENT:</td><td>Summative:<table><tr><td>1st assessment: Midterm Examination (2-hour): essay type</td><td>40%</td></tr><tr><td>Final assessment: Written project. Individual; 1,800 – 2,200 words</td><td>60%</td></tr></table>Formative:</td></tr>
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	<table><tr><td>Case studies, simulation exercises, and article reviews</td><td>0%</td></tr><tr><td></td><td></td></tr></table> The formative assessments aim to prepare students for the written project and for the final examination. Themidterm examination tests Learning Outcomes 1 and 2. The written project tests Learning Outcome 1,2 and 3. Students are required to resit failed assessments in this module.
INDICATIVE READING:	**REQUIRED READING:** Lewicki, R. J., Barry, B. & Saunders D. M. (2024) Negotiation, 9th Ed., McGraw-Hill **RECOMMENDED READING:** Ashbrook, Cathryn Clüver; Zalba, Alvaro Renedo (2021), "Social Media Influence on Diplomatic Negotiation: Shifting the Shape of the Table", Negotiation Journal, Volume 37, Issue 1, https://doi.org/10.1111/nejo.12353 Bazerman, Max H. (2014), The Power Of Noticing; What The Best Leaders See, Simon & Schuster. Boothby, E. J., Cooney, G., & Schweitzer, M. E. (2023). Embracing complexity: A review of negotiation research. Annual Review of Psychology,74,299-332. https://doi.org/10.1146/annurev-psych-033020-014116 Dias, M. de O., Lafraia, J., Schmitz, T., & Vieira, P. (2023). Systematic literature review on negotiation & conflict management. European Journal of Theoretical and Applied Sciences, 3(1), 20-31. https://doi.org/10.59324/ejtas.2023.1(3).03 Dorjee, Tenzin; Ting-Toomey, Stella (2020), "Understanding Intergroup Conflict Complexity: An Application of the Socioecological Framework and the Integrative Identity Negotiation Theory", Negotiation and Conflict Management Research, Volume 13, Number 3, Pages 244–262, doi: 10.1111/ncmr.12190 Ellis, Donald G. (2020), "Talking to the Enemy: Difficult Conversations and Ethnopolitical Conflict", Negotiation and Conflict Management Research, Volume 13, Number 3, Pages 183–196, doi: 10.1111/ncmr.12187 Fisher, R., Ury, W., & Patton, B. (2011). Getting to Yes: Negotiating agreement without giving in (rev. ed.). New York: Penguin Books. Graham, J. L., Lawrence, L., & Requejo, W. H. (2015). Inventive negotiation: Getting beyond yes. Organizational Dynamics, 44(1), 35-46. doi:10.1016/j.orgdyn.2014.11.005 Gray, N. H. (2010). Bahasa, Batik, and Bargaining: An Exploratory Study of the Negotiation Styles and Behaviors of Indonesian Managers. Journal Of Transnational Management, 15(3), 215-228. doi:10.1080/15475778.2010.504490 Harvard Law School, Program on Negotiation, Negotiation Journal John, Leslie K. (2020), Controlling the Emotion of Negotiation (Podcast),

Business Research for Business Leaders, Harvard Business School

Lax, D. A., & Sebenius, J. K. (2012). Deal Making 2.0: A Guide to Complex Negotiations. Harvard Business Review, 90(11), 92-100.

Layng, J. M. (2009). Consulting On Negotiation: Teaching Business Students Basic Techniques. Business Communication Quarterly, 72(3), 341-344.

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Lipp, W. E., Smolinski, R., & Kesting, P. (2022). Toward a process model of first offers and anchoring in negotiations. Negotiation and Conflict Management Research, 16(1), 48-79. https://doi.org/10.34891/2022.574

López, S., Owen, G., & Saboya, M. (2022). The impact of intermediaries on a negotiation: An approach from game theory. Central European Journal of Operations Research, 30, 837-859. https://doi.org/10.1007/s10100-021-00781-2

Ma, Z. (2010). The SINS in Business Negotiations: Explore the Cross-Cultural Differences in Business Ethics Between Canada and China. Journal Of Business Ethics, 91123-135. doi:10.1007/s10551-010-0571-5

Manrai, L. A., & Manrai, A. K. (2010). The Influence of Culture in International Business Negotiations: A New Conceptual Framework and Managerial Implications. Journal Of Transnational Management, 15(1), 69-100. doi:10.1080/15475770903584607

Mayer, M., & Voeth, M. (2022). Improving negotiation success in B2B sales organisations: Is structured negotiation management a success factor? Journal of Business Economics, 92, 163-196. https://doi.org/10.1007/s11573-021-01053-w

Neale, M.A. & Lys, T.Z. (2015). Getting (More of) What You Want: How the Secrets of Economics and Psychology Can Help You Negotiate Anything, in Business and in Life. Basic Books.

Nissioti, E. (2022). It takes three to tango: A behavioral analysis of the benefits of having a mediator in international disputes. German Law Journal, 23, 376-394. https://doi.org/10.1017/glj.2022.21

Rosso, A. (2015). The Art of Negotiation. Collector (0010082X), 80(6), 30-33.

Salacuse, Jeswald W. (2013), Negotiating Life: Secrets for Everyday Diplomacy and Deal Making, Palgrave MacMillan.

Sarkar, A. N. (2010). Navigating the Rough Seas of Global Business Negotiation: Reflection on Cross-Cultural Issues and Some Corporate Experiences. International Journal Of Business Insights & Transformation, 3(2), 47-61.

Schuster, C., Harinck, F., & Trötschel, R. (2022). Activating an integrative

	mindset improves the subjective outcomes of value-driven conflicts. Negotiation and Conflict Management Research, 16(1), 80-99. https://doi.org/10.34891/2022.0544 Sebenius, J.K. (2002). The hidden challenge of cross-border negotiations. Harvard Business Review, 80 (3), 76-85. Seul, J. R. (2022). On negotiation building blocks and bridging the worlds we build. Negotiation Journal, 38(3), 405–433. https://doi.org/10.1111/nejo.12408 Susskind, Lawrence (2014), Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation, Public Affairs. Other sources, including journal and newspapers' articles, research papers etc. recommended by the instructor throughout the semester.
INDICATIVE MATERIAL: *(e.g. audiovisual, digital material, etc.)*	**REQUIRED MATERIAL:** **N/A** **RECOMMENDED MATERIAL:** **N/A**
COMMUNICATION REQUIREMENTS:	Use of proper English, both oral and written. Written project and other assignments submitted in Word and/or Excel; use of PowerPoint for in-class presentations
SOFTWARE REQUIREMENTS:	MS Office and Blackboard CMS Microsoft Office: Word, PowerPoint, Excel
WWW RESOURCES:	www.negotiation.com www.pon.harvard.edu www.ft.com www.economist.com www.journals.elsevier.com/journal-of-international-management https://hbr.org/topic/negotiations www.kathimerini.gr www.nytimes.com www.naftemporiki.gr www.wsj.com
INDICATIVE CONTENT:	1. The Nature of Negotiation 2. Strategy and Tactics of Distributive Bargaining 3. Strategy and Tactics of Integrative Negotiation 4. Negotiation: Strategy and Planning 5. Ethics in Negotiation 6. Perception, Cognition and Emotion 7. Communication 8. Finding and Using Negotiation Power and Influence 9. Relationships in Negotiations 10. Individual Differences in Negotiations 11. Coalitions 12. Individual Differences in Negotiations 13. International and Cross-Cultural Negotiation 14. Managing Difficult Negotiations 15. Arbitration and Mediation