

# Business Negotiation (EM1F4M49A1)

Program	PGE
Course set (UE) / Credits (ECTS) / Track / Specialization	<b>Module :Business negotiation : 5 ECTS.</b> <ul style="list-style-type: none"><li>• BEM Bachelor in European Management</li><li>• PGE 2A - English track</li></ul>
Discipline	Management
Year	2017
Semester	A
Open for visitors	yes (5 ECTS)
Available spots	40

## Coordinator

Jean Philippe BERQUE

## Lecturers

Instructor	Population	Email
Jean Philippe BERQUE	Population	jean-philippe.berque@em-strasbourg.eu

## Course format

Working language :	English
Volume of contact hours :	27 h
Workload to be expected by the student :	108 h

## Course track

Track : Attendance

### Attendance track :

Attendance at lectures/tutorials and intermediate/final assessments is mandatory. As in-class work constitutes an essential element of evaluation, any unjustified absence will be penalized (*see Study and Examination Regulations*) and factored into the final grade (*see Assessment*).

### Autonomous track :

Attendance at intermediate/final assessments is mandatory, but students have the option of attending lectures/tutorials.

Attendance at lectures/tutorials and intermediate/final assessments is mandatory for all degrees making up the Master's Program and all degrees involving co-op (*apprentissage*). Attendance track must therefore be selected.

## Contribution of the course to the educational objectives of the program

How the course contributes to the program :

### BEM Bachelor in European Management

#### PGE 2A - English track

**LEARNING GOAL 1 : Students will master state-of-the-art knowledge and tools in management fields in general, as well as in areas specific to the specialized field of management.**

Students will understand state-of-the-art management concepts and tools and use them appropriately.

Students will implement appropriate methodologies to develop appropriate solutions for business issues.

**LEARNING GOAL 2 : Students will develop advanced-level managerial skills.**

Students will work collaboratively in a team.

Students will participate in a decision-making process in a critical way.

Students will communicate ideas effectively, both orally and in writing, in a business context.

**LEARNING GOAL 3 : Students will demonstrate their understanding of practices reflecting ethical, diversity and sustainable development values in business organizations.**

Students will identify and analyze issues relating to diversity, ethics and sustainable development in their business context.

## Description

The Business Negotiation course is a proven, easily applicable and tailor-made method to enable you to perform to the best of your ability as a future negotiator. The course prepares students to become successful negotiators by using a performant negotiating strategy. The course identifies the significant phases and the appropriate skills to be developed, which can lead to improved business performance. Students go through a relevant negotiation process to reach mutually acceptable deals, and get valuable insights into different cultural negotiating styles. They explore interests, predict conflicts and reach win-win solutions. They practice in a constructive learning environment by means of a series of short lectures and through the use of live negotiating exercises. This method has been developed with the contribution of numerous experienced multinational negotiating teams, and is based on the best references.

At the end of this course, students will have acquired relevant knowledge and will be able to perform to the best of their ability as junior negotiators. This package of 6 modules has been successfully tested and implemented over a period of 3 years with 6 multinational teams.

## Educational organisation

In class

**Lectures**

**Presentations**

In groups

**Exercises**

**Case studies/texts**

Interaction

**Role play**

**Accounts**

**Workshops**

Assignments

**Specific projects / case studies**

## Learning outcomes

**Upon completion of this course, students should be able to :**

- **Define** the opportunities and threats in negotiations
- **Review** weak and strong points of negotiators and assess conflict-handling styles
- **Use** effective questioning techniques, explore mutual interest, and integrate cultural differences when communicating
- **Select** a negotiation strategy through 4 key factors such as sense of communication, risk-taking, conflict management and time management
- **Combine** negotiation skills and profile teams
- **Assess** one's negotiating style and power of persuasion

## Outline

The course includes 3 main parts:

1) Understanding negotiating outcomes, styles and skills

- Identifying the stakes and players in a negotiation. Being aware of opportunities and threats in global negotiation.
- Evaluating your weak and strong points as a negotiator and their impact.

2) Developing 5 relevant steps and negotiation powers

- Mastering an efficient and proven 5-stage negotiation process:
- Preparing a strategy via "red-teaming simulation".
- Building confidence via cross-cultural interaction.
- Sharing motivation by exploration interests and risk-taking techniques.
- Bargaining via persuasion and conflict-management.
- Closing a deal thanks to effective time-management.

3) Elaborating an effective strategy

- Developing a winning strategy with imaginative, integrative, distributive or supportive solutions. Providing successful tactics for responding to negotiation deadlocks - Position, principle, interest, ZOPA, BATNA and breaking point.
- Profiling negotiating teams by integrating cross-cultural differences. Mapping cultural negotiation profiles to achieve successful deals (using a unique reference table).

## Prerequisites

**Key concepts to understand :**

Basic knowledge of conflict management

**Knowledge of :**

Basic knowledge of general management, marketing and cross-cultural issues

## Teaching material

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### Documents in all formats

- Worksheets
- Guide
- Manuals
- Case studies

### Software

- Office Pack (Word, Excel, PowerPoint, Access)
- MS EXCEL
- MS POWERPOINT
- Keynote

### Additional electronic platforms

- Slideshows
- Audio documents
- Videos

## Recommended reading

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### Major works :

Jean-philippe BERQUE is an experienced global manager with 13 years of working as a negotiator abroad, serving in international organisations and the private sector (NATO - UNO - Embassies - multinational companies): [jpbmanagement.com](http://jpbmanagement.com)

Jean-philippe BERQUE - Global Professional Efficiency - 2017

Roger FISHER & William URY - Getting to Yes, Negotiating an agreement without giving in

### Further reading :

Jeff WEISS - HARVARD BUSINESS REVIEW - Guide to negotiating (take the lead, manage conflict, get to yes)

Roger FISHER & William URY - Getting to Yes, Negotiating an agreement without giving in

Marvan MERY - Négociation complexe

Jean-Pierre Coene - International negotiation

### Research works by EM Strasbourg :

## Assessment

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### Intermediate evaluation / continuous assessment 1 : session n°all sessions

written + oral / in group / English / weighting : 30%

additional information : In class-participation, business negotiation games, role-plays and workshops

**This evaluation serves to measure LO1.2, LO1.3, LO2.1, LO2.2, LO2.3, LO3.1, LO4.2**

### Final assessment : exam week

written / individual / English / weighting : 70%

additional information : 3 parts: MCQ, Questions and Case-study

**This evaluation serves to measure LO1.2, LO1.3, LO2.2, LO3.1, LO4.2**

## Grounds for expulsion from classes

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Behaviors such as

**arriving late, leaving early, or exiting the classroom at inopportune moments during class**

**ostentatiously eating or drinking in class**

**using smartphones or laptops for non-class-related purposes**

**reading texts unrelated to the course**

**discussing topics unrelated to the course**

**disrespecting the lecturer**

may lead to expulsion from the class/course.