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PROGRAM: Exchange / Double Degree UCP  
SUBJECT: Negotiation in a Global Context  
LANGUAGE: ENGLISH  
PROFESSOR(S): Jonathan Van Speier, Ph.D.  
WORKLOAD: 30 hours  
REQUIREMENTS: NOT APPLICABLE  
CONTACT/CONSULTATION HOURS: jonathan.speier@fgv.br

## TEACHING PLAN

### 1. Course Description

Negotiation, in its various forms, is used by everyone every day and is a process by which people deal with their differences with the objective of arriving at decisions together. As the evolution of the global economy becomes increasingly intertwined and interdependent, business managers need to develop their personal negotiation skills to succeed in this complex global context. This course intends to respond to this need by offering the students a better understanding of the theoretical and practical processes of negotiation in a variety of business settings, as well as by enhancing a global mindset and practical intercultural negotiation competence.

### 2. Scope & objectives

The overall objective of this course is for the student to develop a greater understanding of different typologies and models for negotiation and the factors that facilitate or hinder effective negotiation in a multinational/multicultural environment.

The specific objective(s) of this subject is for the student to become familiar with a systematic approach to the analysis of negotiation situations, so as to better evaluate, interpret and succeed in real-life negotiation situations.

### 3. Learning outcomes

#### 3.1. Key learning outcomes

Learn some basic theoretical and practical constructs useful for developing strategies and tactics for preparing, planning, and implementing the process of negotiation in a variety of contexts or situations;

Develop a variety of useful skills and techniques designed for negotiating and reaching mutually acceptable solutions;

Increase intercultural negotiation competence;

Increase confidence in their ability to negotiate.

#### 3.2. Complementary learning outcomes

Develop strategic thinking skills in selecting behaviors that increase the likelihood of a successful negotiation across cultures;

Develop abilities to work in and negotiate in cross-cultural teams;

Improve abilities in understanding the interests and motivations of other negotiators;

Participate in, reflect on, and discuss experiences in the simulated negotiation exercises, so as to gain practical insights about their own (and others') behavior in situations involving complex mixtures of cooperation and competition

#### 4. Course methodology

It is believed that learning is a process of self-discovery and mental discipline. Therefore, emphasis will be on participation and the development of an inquisitive, critical, and creative mind. The course offers an introduction to the analysis and practice of negotiation through a mixture of pedagogical components: a theoretical component supported by readings, lectures, and class discussions, and a practical component which includes case study analysis and team presentations, exercises, role-playing, and negotiation simulations.

It is expected that each student read the assigned material prior to class and be prepared to actively participate and stimulate the discussions in class. Each student is required to participate in the scheduled negotiation simulations in class and to allocate quality time devoted to thinking and analyzing the assigned readings and case studies and preparing for these negotiation simulations.

#### 5. Detailed course content

Dates	Topic	Activities <sup>1</sup> (bibliography/key readings, assessment, seminars, etc)
Class 01	Syllabus, Course overview Introduction to Negotiation	
Class 02	<i>Practice Negotiation I</i> <i>Debriefing of Practice Negotiation I</i> Distributive Negotiation	Ch. 2, 5 ( <i>Perception</i> ) Essentials of Negotiation Ch. 1. Getting to Yes
Class 03	Integrative Negotiation Framing and Cognition	Ch. 2,3,4,5 Getting to Yes Ch. 3 (optional), 5 ( <i>Framing, Cognition</i> ) Essentials of Negotiation Article: Negotiating Rationally
Class 04	Process of negotiation: strategy and planning Working Together & Team Building	Ch.4 Essentials of Negotiation Ch. 10 Essentials of Negotiation Case for Practice Negotiation II
Class 05	<i>Practice Negotiation II</i> <i>Debriefing of Practice Negotiation II</i>	
Class 06	<b>HOLIDAY – Class will be rescheduled</b> Negotiating across Cultures	Ch. 11 Essentials of Negotiation Article: The Hidden Challenge of Cross-Border Negotiations Article: The Silent Language in Overseas Business
Class 07	<i>Presentations - Cross-Cultural Negotiation</i> Behaviors, techniques, and tactics of Negotiation	Ch. 6 Essentials of Negotiation Article: Six Habits of Merely Effective Negotiators Article: The necessary Art of

<sup>1</sup> The professor is free to conduct occasional assessments without prior notice to student(s).

		Persuasion
Class 08	Behaviors, techniques, and tactics of Negotiation (cont.) Power, Ethics, Conflict	Ch. 7, 9, pages 16-24 Essentials of Negotiation Ch. 6,7 Getting to Yes
Class 09	Review Course Material and Case Study; Preparing for Final Negotiation	Case for Final Team Negotiation
Class 10	<i>Final Team Negotiation</i>	

**NOTE: The instructor reserves the right to modify, add, and/or delete any material in the course syllabus or make any changes in the course schedule.**

## 6. Assessment procedures

1. Attendance with active and effective participation (10-20%)
2. Negotiation Exercises (50-60%)
3. Cross-Cultural Negotiation Presentation (20-30%)
4. Written Assignments (10-20%)

## 7. General guidelines for the graduate program

As a general rule relating to the ethical principles and the code of conduct which steer its academic environment, EBAPE sets down the following:

- Autonomy and responsibility correspond to values which, when transformed into action, highlight the importance of EBAPE's mission of producing and disseminating knowledge of Administration. Consequently, it is the professor's responsibility to conduct roll call at every class, and absences will only be justified if they comply with the applicable legislation (see details in the Student Manual).
- We recommend that the use of communication equipment such as cell phones, radios and similar equipment, as well as notebooks or equivalent, should not be permitted in the classroom, so as to avoid interfering with the teaching and learning processes.
- Resorting to fraudulent measures of any kind on the part of students during any of the evaluation phases will lead to a zero grade being awarded and the immediate referral of the case to the program department for examination of the facts.<sup>i</sup>

## 8. REQUIRED READINGS

### Required Texts:

ESSENTIALS OF NEGOTIATION; Roy J. Lewicki, David M. Saunders, John W. Minton; McGraw-Hill/Irwin  
GETTING TO YES: NEGOTIATING AGREEMENT WITHOUT GIVING IN; Roger Fisher, William Ury, Bruce Patton (Editor); Penguin USA

### Required Articles:

Conger, Jay A. The Necessary Art of Persuasion. *Health Forum Journal*; San Francisco; Jan/Feb 1999.

Hall, Edward T. The Silent Language in Overseas Business. *Harvard Business Review*; Boston, MA; May/June 60, Vol. 38 Issue 3.

Neale, Margaret A.; Bazerman, Max H. Negotiating Rationally: The Power and Impact of the Negotiator's Frame. *The Executive*; Ada; Aug, 1992; Volume: 6, Issue: 3.

Sebenius, James K. Six Habits of Merely Effective Negotiators. *Harvard Business Review*; Boston, MA; April, 2011.

Sebenius, James K. The Hidden Challenge of Cross-Border Negotiations. *Harvard Business Review*; Boston, MA; March, 2002.

**Additional Articles may be assigned by the Professor.**

## **9. ADDITIONAL READINGS**

### **Suggested Texts:**

BARGAINING ACROSS BORDERS. Dean Allen Foster; McGraw-Hill

BECOMING A SKILLED NEGOTIATOR. Kathleen Reardon. Wiley & Sons.

INTERNATIONAL NEGOTIATING. Leigh Thompson. Prentice Hall

NEGOTIATION: READINGS, EXERCISES, AND CASES. Roy J. Lewicki, David M. Saunders, John W. Minton. McGraw-Hill/Irwin

NEGOTIATING RATIONALLY. Max H. Bazerman, Margaret A. Neale; The Free Press

RIDING THE WAVES OF CULTURE: UNDERSTANDING CULTURAL DIVERSITY IN BUSINESS.

Trompenaars, F. & Hampden-Turner, C.; Nicholas Brealey Publishing. 1997.

THE GLOBAL NEGOTIATOR. Jeswald W. Salacuse. Palgrave Macmillan.

## **10. Professor's mini-résumé**

JONATHAN VAN SPEIER was born in South Africa and has lived, studied, and worked in Brazil and throughout the United States and Europe. He has a Doctorate Degree from the University of Southern California (USC) and a Master's Degree from Harvard University. He currently teaches at the Fundação Getulio Vargas and is academically and professionally dedicated to the theoretical and practical approaches to marketing, strategy, and sustainable development. As manager and an international consultant, Dr. Speier has created and administered globalization projects to introduce and expand business organizations into the international marketplace, has formulated strategic plans and policy formulation in the business and government sectors, and has led cross-cultural negotiations for multinational companies and government agencies. He has successfully served as a liaison identifying prospective partners, negotiating strategic alliances, facilitating the formation of collaborative relationships, and adapting business concepts to the global marketplace. He is currently a Director of Sustainability for the Foreign Trade Chambers Federation, a member of the Business Council of Tourism and Hospitality of the National Confederation of Commerce of Goods, Services and Tourism, and a member of the Permanent Forum of Strategic Development for the State of Rio de Janeiro.

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<sup>1</sup>The student is guaranteed the right to a full defense as per the School's internal regulations