

## 1. COURSE INFORMATION SHEET

<b>Course Information</b>	
<b>Course title</b>	<b>Doing Business in Near East</b>
<b>Degree</b>	<b>MSc in International Management (MIM)</b>
<b>Year</b>	<b>2016-2017</b>
<b>Semester</b>	<b>2º semester</b>
<b>ECTS Credits</b>	<b>3</b>
<b>Type</b>	<b>Optional</b>
<b>Area</b>	<b>Strategy</b>
<b>Sub-field</b>	<b>International strategy</b>

<b>Lecturer information</b>	
<b>Name</b>	<b>To be assigned</b>
<b>Department</b>	<b>Business Management</b>
<b>Area</b>	<b>ICADE Business School</b>
<b>Office</b>	
<b>e-mail</b>	
<b>Telephone</b>	
<b>Tutorial hours</b>	<b>Appointment by email</b>

## 2. DETAILED INFORMATION ABOUT THE COURSE

<b>Context of the course</b>
<p><b>Contribution to the professional profile of the degree</b></p> <p>International and intercultural negotiation are part of the International strategy that every enterprise should prepare to compete in the global markets.</p> <p>With the increasing globalisation of businesses and segment markets, the acquisition of strong intercultural negotiation knowledge and intercultural intelligence is essential for successful global business and negotiations.</p> <p>Negotiation strategy doesn't end with the traditional contract signing, but it continues throughout the specific international business.</p> <p>International business and intercultural business today are not the same. Therefore, the two types of negotiations are different as well, especially in the case of International business in Near East.</p> <p>This course deals with the strategy of intercultural negotiations for the success in international relations and business.</p> <p>This subject describes and analyzes the role of national and regional business environments in an essential scenario for the competitiveness of the international company, both for its representativeness at the present time and for future expectations: the Near East.</p> <p>In this context, the allocation of factors, institutions and economic, political, technological, social and cultural specificities that may affect the performance and results of an international company</p>

will be studied. In a more detailed way, the heterogeneity of economic systems and models will be deepened (Saudi Arabia, Bahrain, Cyprus, United Arab Emirates, Iraq, Iran, Israel, Palestine, Jordan, Kuwait, Lebanon, Oman, Qatar, Syria, Turkey, Yemen, Georgia, Armenia and Azerbaijan); their interrelations and their importance in the world economy; challenges and opportunities arising from differences in the structure of dominant economic activities (oil and its derivatives, agriculture, cotton cultivation, the textile industry, the manufacture of leather products, the manufacture of war equipment, tourism).

#### Objectives

The main objective of the course is to present a comprehensive overview of the basics of negotiation strategy, international and intercultural negotiation strategy, the business negotiation strategy, and the differences between the fundamentals of Western and Near East negotiation.

The student will be able to acquire the necessary theoretical knowledge to elaborate negotiation strategies and conduct successful international and intercultural negotiations.

### 3. THEMATIC UNITS AND CONTENT

#### CONTENT – THEMATIC UNITS

##### 1. THE BASICS OF NEGOTIATION STRATEGY:

1. Negotiation concepts.

2. Negotiation elements.

3. Negotiation strategies.

4. Power in negotiation.

##### 2. BUSINESS NEGOTIATION:

5. The Business context: negotiation as a part of the international strategy.

##### 3. INTERNATIONAL AND INTERCULTURAL NEGOTIATION:

6. The Cultural environment.

7. International versus Intercultural business and negotiation.

8. Culture in International Business.

##### 4. PARTICIPANTS IN A NEGOTIATION:

9. Roles in business negotiation.

10. Team versus individual.

11. Better international and intercultural negotiations.

##### 5. THE FUNDAMENTALS OF WESTERN AND NEAR EAST NEGOTIATION:

12. Different cultural approaches.

13. What is understood and what is meant.

Skills
General skills
<p>GC 01. Analytical capacity and ability to synthesize in global business situations and international management.</p> <p>GC 02. Ability to manage information from diverse sources for decision-making and problem identification and resolution.</p> <p>GC 03. Problems resolution and decision-making capability about the strategy international in different countries.</p> <p>GC 05. Development of a global mind to be able to understand and adapt to foreign environments and teams.</p> <p>GC 06. Ethical compromise in international business relations, and being aware of the multicultural diversity.</p> <p>GC 07. Ability to manage time to improve personal and team effectiveness in global situations.</p> <p>GC 08. Critical thinking and argumentation.</p> <p>GC 09. Capacity to learn and work independently.</p> <p>GC 10. Recognition of, and respect for diversity and multicultural thought and values.</p>
Skills specific to the optional course
<p>EC OPT 05. Knowledge and understanding of the basics of international and intercultural negotiation and business strategy with a special focus on negotiation rationale.</p> <p>RA 1. Students learn about conflict resolution and the suitable negotiation strategies for each situation.</p> <p>RA 2. Students understand the cultural differences of intercultural negotiations.</p> <p>RA 3. Students know about the main elements of a negotiation process.</p> <p>RA 4. Students are able to prepare the strategy of intercultural negotiations and to achieve successful results.</p>

#### 4. TEACHING APPROACH AND STRATEGIES

General learning and teaching approach of the course	
<p>The focus of this course is highly practical, based mainly on student learning and deep thought, promoting their autonomy and proactive participation in order to help students obtain the skills needed to work proficiently in their professional future. For the development of content and skills described in the preceding paragraphs, will undertake the following activities:</p>	
Class-based teaching methods and learning activities	Skills
<p><b>1.</b> Lectures in which the teacher will present the main contents in a clear, structured and motivating way, usually supported by various audio-visual resources. They highlight what is essential in order to facilitate the individual learning process for the student.</p>	<p>GC 01, GC 05, GC 09, GC 10, EC OPT 05</p>
<p><b>2.</b> Formal discussion time whereby the teacher explains and links the more important ideas, with the active and collaborative participation of students. It includes dynamic presentations and formal or spontaneous participation of students through public and team debates.</p>	<p>GC 02, GC 07, GC 08, GC 09, EC OPT 05</p>
<p><b>3.</b> Analysis of situations proposed by the teacher, from a brief reading, a material prepared for the occasion, or any other data or information necessary to implement in practice the theoretical knowledge boosting the student's argumentative ability. They are based on the selection of materials suited to the course objective in order to train the student in understand real and multicultural situations of the international negotiation.</p>	<p>GC 02, GC 03, GC 06, GC 07, GC 08, GC 10, EC OPT 05</p>

4. Brief presentations in class, individually or collectively. In the case of team presentations the proactive contribution of team members will be assessed.	GC 01, GC 02, GC 07, GC 08, GC 09, EC OPT 05
<b>Outside classroom learning activities</b>	<b>Skills</b>
1. Individual study made by the students in order to understand and retain scientific content with the purpose of future application in their profession. Individual reading of texts and notes from books, magazines, articles, newspapers, internet publications, reports and so on... related to the subject.	GC 01, GC 02, GC 07, GC 09, EC OPT 05
2. Reading and analysis of relevant texts to do various tasks individually or in group	GC 01, GC 02, GC 05, GC 09, GC 10, EC OPT 05
3. Tutorials for individuals or small groups, to solve problems that have may arise, as well as monitoring student progress.	GC 03, GC 06, GC 08, GC 10, EC OPT 05

## 5. ASSESMENT AND EVALUATION CRITERIA

Evaluation activities	Criteria	Weight
<b>Final exam</b> based on the theoretical knowledge and connection of concepts	Correct knowledge of the subject	50%
Individual and group <b>presentations and formal discussions in class</b>	Synthesis ability and theoretical knowledge to argument and present ideas in public	25%
Individual and group <b>tasks</b>	Synthesis ability and theoretical knowledge to perform tasks.	10%
<b>Attendance and proactive participation in class</b>	Proactive and rigorous participation	15%

If the student fails one of the assessment pieces, should be given another chance to pass it. The student must contact the teacher to obtain further instructions.

<b>SUMMARY OF STUDENT WORKING HOURS</b>	
<b>CLASS BASED HOURS</b>	
<b>Lectures, practical activities and participation and discussion in class</b>	<b>Final Exam</b>
28 hours	2 hours
<b>OUTSIDE CLASS HOURS</b>	
<b>Personal study and deep thought</b>	<b>Group study and discussion preparation</b>
40 hours	30 hours
<b>ECTS CREDITS: 3</b>	

## 6. BIBLIOGRAPHY AND RESOURCES

### Basic Bibliography

#### Transparencies and additional course materials.

García, G. (2014). *Cultura y estrategia de los negocios internacionales. Elaboración, negociación e implementación*. Madrid: Ed. Pirámide.

García, G. (2012). *Estrategias de internacionalización de la empresa: cómo realizar negocios internacionales*. Cap 9. Madrid: Ed. Pirámide

### Recommended reading

Bercovitch, J., Kremenyuk, V., & Zartman, I.W. (2009). *The SAGE Handbook of Conflict Resolution*. London: Sage Publications, Ltda.

Bülow, A.M., & Kumar, R. (2011). Culture and Negotiation. *International Negotiation*, 16(No.3).

Cohen, R. (2007). *Negotiating Across Cultures: International Communication in an Interdependent World*. Washington, D.C.: United States Institute of Peace Press.

Dupont, C. (2002). International Business Negotiation. In *International Negotiation. Analysis, Approaches, Issues* (pp. 375-391). San Francisco, CA: Jossey-Bass.

Fayerweather, J., & Kapoor, A. (1976). Strategy and negotiations for the international corporation. *The International Executive*, 18(No. 2), 20-22.

Fells, R. (2009). *Effective Negotiation. From research to Results*. Cambridge University Press.

Fisher, R., Ury, W. & Patton, B. (1991). *Getting to Yes*. New York: Penguin Books.

Fortgang, R. S., Lax, D. A., & Sebenius, J. K. . (2003). Negotiating the spirit of the deal. *Harvard Business Review*., 8(No. 12), 66-75.

Thompson, L.L. (2011). *The Mind and Heart of the Negotiator*. (5th ed.). Prentice Hall.

### Web pages:

**Web pages will be recommended in every class.**