

University of Haifa
School of Business Administration
Managers MBA Program

Revised Syllabus

Class: Dalia and Dekel + Ha'Ogen Classes (course 4333)

Course name: **IBN - International Business Negotiations**

Lecturer: Associate Professor Chalom Schirman

Office hours: upon appointment

Email: chalomabrod@hotmail.com

Objectives of the course:

- to give participants an understanding of major theoretical and experimental perspectives on the nature of effective negotiation;
- to provide a framework for translating negotiation theory and research into effective practice;
- to provide a range of illustrations of effective (and ineffective) negotiation practice drawn from the worlds of international business, international political decision making, interpersonal and intergroup relations;
- to illustrate **how Parties can create value for themselves through Negotiation.**
- to sharpen participants awareness of conflict and its settlement or resolution through a variety of means including negotiation and the intervention of third parties as mediators.

IMPORTANT REMARK for Corona times

Very unfortunately ZOOM is not fit for a course entirely based on simulations in teams of different sizes. Moreover, research in negotiation has proven that NOTHING replaces face to face negotiation, especially if there are more than 2 parties.

This is why the corona crisis does not allow us to carry out this very useful course in optimum conditions. We have to resort to "second best".

In order to try and overcome the limitations imposed by ZOOM on the playing of simulations during the class, we shall do it asynchronously. You are asked to play some simulations BEFORE the sessions, among you, in platforms of your choice (zoom or others) according to instructions that will be sent to you by email one week before. Please record your simulation and send it to the lecturer BEFORE the next session.

Moreover, it is **IMPERATIVE** for all students to read the book *Getting to Yes* and prepare before each session the instructions that will be sent by email to them (different instructions for each party). The only way to learn from this course is based on active participation in the simulations (that are also fun!)

Those who did not read the simulation instructions or play the simulation before each session risk to fail the course, thus not getting their MBA degree. **All students need to open their camera during all the sessions of the entire course.**

Structure and methodology:

Using a combination of short lectures, structured interactive exercises, case analyses, role-playing, presentations by students of own negotiation experience and class discussions, this course introduces a pragmatic and effective approach to reaching agreement through negotiation. Since everyone negotiates and does so all the time it is possible to teach negotiation by taking skills that people already have - then improving upon these through systematic exploration of various themes and issues.

The underlying structure of the Model of Principled Negotiation is very clearly described in the book **participants are required to read before class starts:**

“Getting to Yes”, by R. Fisher & W. Uri.

The consecutive sessions will thus be devoted (according to the methods described below) to further detailing, exploring and experiencing the various elements and components of the Model. Before each session, case studies will have to be prepared by the students.

N.B: All the course materials are in English. The course is taught in Hebrew.

Grading and Assessment:

- **Attendance.** The course is based on simulations of case-studies in groups and each student is assigned a specific role. Before each session, you will be sent by email the instructions for your roles in the simulation that will take place during the following session. If a student is absent (or late), s/he will penalize the other members of his/her group. It is thus essential that all participants who register for the course attend ALL sessions. *Consequently, please note that*

- *If a student misses one session, 10 percent will be removed from his/her grade.*
- *If a student misses 2 sessions, 20 percent will be removed from his/her grade.*
- *If a student misses more than 2 sessions s/he will not get a credit for this course.*

The final (overall) Grade will be composed of

- Group Presentations of students' own negotiations (40% of overall grade)
- Final Group Report of a simulated negotiation: MAX 8 pages (60% of overall grade).

Deadline for submitting the report: Friday, May 13, 2021 - *please email electronic copy to Vered Alon.*

Required Readings: Fisher-Uri book and The Manual of the Course (on Moodle)

Please refer to the session breakdown for the required readings included in the Manual.

Suggested Readings: The Course Manual contains several lists of further suggested readings by topic.

Sessions breakdown:

Session	Required readings before the session	Content of session
1 ערב פורים (Thursday, February 25)	1) Fisher Roger and Uri William, <u>Getting to Yes - Negotiating Agreement Without Giving In</u> , 2nd Edition, Penguin Books, New York 1991 (all chapters) 2) Mindset of a successful negotiator: https://www.youtube.com/watch?v=0ozaB_zf0eE <i>Case: Law Library</i> (2 roles – Instructions sent on 18/2/21)	Introduction to Negotiation Theory and Practice Techniques to joint decisions; Situations of Negotiation Positions bargaining vs. Interests dovetailing Case Study (Simulation): <i>Law Library</i> <ul style="list-style-type: none"> The PON Model: Alternatives out of negotiation, BATNA, ZOPA, First Offer, Anchoring, Options to the other party, Creating Value together
2 (Thursday, March 4)	1) Articles: a) Axelrod Robert, "The Problem of Cooperation" (Course Manual, p. 25) b) Venter Dr. DP, "Making First Offers - the pros and cons" (Course Manual, p. 45) <i>Case: Sally Swansong</i> (2 roles – Instructions sent on 28/2/21)	QUIZ BATNA Case Study (Simulation): <i>Sally Swansong</i> : Project Negotiation: Defining stakes; Creative options HOW TO PREPARE A NEGOTIATION (INTRODUCTION TO NEXT SIMULATION)
3 (Thursday, March 11)	1) Articles: a) Mor-Schirman Rivka, "Interests vs Ethics" (course manual p. 85) b) Ertel Danny, "Turning Negotiation into a Corporate Capability" (Course Manual and Moodle) <i>Case: Chestnut Drive</i> (6 roles – Instructions sent on 5/3/21)	Case Study (Simulation): <i>Chestnut Drive</i> <ul style="list-style-type: none"> The negotiation function in the firm (Discussion) Arbitration Vs Mediation (Introduction)
4 (Thursday, March 18)	<i>Case: Nihon Itchiban Vs Tucker Graphics</i> (3 roles – Instructions sent on 12/3/21)	Case Study (Simulation): <i>Nihon Itchiban Vs Tucker Graphics</i> Severe international business conflict; the impact of mediation <ul style="list-style-type: none"> International/intercultural aspects of negotiations
5 (Thursday, April 8)	Students' presentations	
6 (Thursday, April 22)	Students' presentations	
7 (Thursday, April 29)	<i>Case: Multimode</i> (2 roles – Instructions sent on 23/4/21)	Case study (Simulation): <i>Multimode</i> : * negotiating the budget for your department
8 (Thursday, May 6)	<i>Case: Solar power</i> (2 roles – Instructions sent on 30/4/21)	Case study (Simulation) <i>Solar power</i> <ul style="list-style-type: none"> M and A negotiations
Final assignment (On your own)	<i>Case: Flagship Airways</i> (6 roles – Instructions sent on 7/4/21)	Case Study (Simulation and Final report) Two-team, multi-issue contract re-negotiation between two corporations; includes an internal team meeting before external negotiations

Lecturer

Chalom Schirman, Associate Professor, is the
Head of Haifa University International MBA.

He was Associate Professor at the Graduate School of International Management of the Ecole Nationale des Ponts et Chaussées (ENPC), Paris, from 1995 to 2010, International Dean of SIMBA (Shanghai International MBA), a joint venture between the ENPC-MBA and the School of Economics and Management of Tongji University in Shanghai (1999-2010) and Head of IEDP (Corporate Managerial Programs) at Tongji University until 2015. He has been/is teaching at the Technion MBA (2000-2006) and in Haifa U MBA Programs since 2007.

Chalom Schirman has been/is teaching *International Business Negotiation* and *GeCoPolitics, the geopolitics of globalization* in several MBA Programs in Paris, Shanghai, Hunan, Haifa, Edinburgh, Tokyo, Delhi, Buenos Aires, Casablanca, Katowice, etc. He was/is also in charge of the *Shanghai Study Trip*.

In parallel, Prof Schirman is an International Consultant in strategy, international partnerships, trade agreements and Negotiation. He was a Founding Partner & Associate of *Négociateurs Associés* - Paris, a training and consulting firm in Negotiation Techniques and Management.

Prior to 1990, Chalom Schirman has been, for 18 years, a diplomat, first in charge of the Division of International Economic Intelligence, MAMAD, Jerusalem, later as Counselor for Economic Affairs, Embassy of Israel, Paris and as the Israeli Representative at the Club de Paris, then as Deputy Director of the Division of Economic Relations and Coordinator of Training Programs in International Economic Relations at the Ministry of Foreign Affairs in Jerusalem and, finally, Consul General of Israel in Montreal (1986-1990).

Prof Schirman (born in Belgium) graduated in Economics and International Relations from the Université Libre de Bruxelles (1967) and Harvard University (1969), was trained in 1986 at the Harvard Salzburg Seminar by Prof R. Fisher and H. Raiffa and later at the PON Trainers' Program (Cambridge, MA), is an ENPC-MBA Alumnus (class of 91), was President of the ENPC-MBA Alumni Association (95-97) and a member of the Harvard Club of France management team. He is a member of the Harvard Clubs in Shanghai and in Israel.

He has co-authored a book titled *Business Negotiations Strategy* published (in Chinese) in Beijing (2005) and has written several articles and two case studies on Negotiation Techniques as well as a Monograph on *The impact of the Arab boycott* (Shiloach Institute of Tel Aviv University) and *A Guidebook on International Economic Relations for diplomats* (MFA, Jerusalem).

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