

International Negotiation and Business Communication

ACADEMIC YEAR 2014-2015

Professor: Ezequiel Navarro

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Office Hours: Mondays 8:30 to 9:30

Course Description

The ability to negotiate in an international environment is undoubtedly one of the essential qualities of a good entrepreneur or Manager.

The company moves every day, in a world of uncertainties and challenges, that with the globalization of markets, competition, communication worldwide and multiculturalism, require quick decisions (sometimes in zero time), documented, where you constantly have to choose between different levels of risks and priorities.

This dynamic is exponential when projected at international level, because the negotiator is faced with a multidimensional reflection and decision-making process characterized by:

Human, economic, administrative and legal, markets, environments forms of communication, values of fully diversified, reference, etc., which are often part of a single negotiation.

The development of international projects that enhance the level of risks and opportunities for negotiation, making the professionalization of the process is the key to minimize errors and make decisions that enable consolidation of opportunities and quick adjustment of strategic guidelines.

Objective(s)

1. Know and identify the parameters and reference systems that guide the processes of negotiation in diverse multi-cultural environments, for use in the planning and development of the negotiation process.
2. Characterize the particular environment of the SMEs in the international negotiating process, highlighting their strengths and opportunities, to enhance the confidence of participants in the development of international negotiations and eliminate false self-limiting trends.
3. Train participants in the international negotiating process, to develop the skills required by international negotiators and self-knowledge.

4. Highlight the progressive nature of international bargaining for SMEs and development contractual modalities on which the consolidation project in new markets.

5. - Analyse and quantify the economic impact of business negotiations on terms of projections of Cash Flow and Net present Value of overall agreements.

6. - Techniques of efficient communication with impact.

Methodology

② Study of cases and incidents

Study and presentation of 5 cases of SMEs (depending on the size of the Group), corresponding to 5 types of negotiation and environment.

Cases you can select and adjust to the requirements of ESCI, as often as necessary, depending on the focus of the MIB program.

- Attendance and participation in Conferences of Senior Renowned Speakers.
- Teamwork
- Role-play
- Teamwork and individual exhibitions
- Discussions
- Every student will have to work individually at home on their own case following the preparation steps of the 7 elements of Harvard Negotiation Project, Applying theory of Decisions and Theory of Games on a topic of subject presented every session so that they invest at least as much time in the classroom as they do studying, documenting and preparing its individual work.

- Every session will have one hour of Real Negotiation Case with P&L and BS impact of decisions and Executive Summary to the Board.

- In this academic course a new initiative will be launched. A selection of top experienced Senior Businessmen will make a conference and an open debate with participants. Initial panel of speakers, subject to agenda availability, will be:

- Dr. Alexandre Blasi. (Dr Engineer. Former President of Samsung Spain). Negotiating in Korea.

- D. Marcos Montoiro (International Lawyer and Anthropologist .United Nations officer for 15 years currently working for Climatic Change in Bonn) Multicultural Negotiation

- Dr. Francisco Ros (PhD Engineer MIT , Director of the Board of Qualcomm and former Secretary Of State of Telecoms) Negotiating in US

- Dr. Manuel Gorilla (Ph D Telecom Engineer and former CEO of Alcatel) International Negotiation with multinational companies.

Evaluation criteria

Attendance and participation 10%

Group Assignments 40%

Individual Exam 50%

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a 0 grade in the participation/attendance evaluation item.

As with all courses taught at the UPF ESCI-BSM, students who fail the course during regular evaluation will be allowed ONE re-take of the examination/evaluation. If the course is again failed after the re-take, students will have to register again for the course the following year.

Plagiarism is to use another's work and to present it as one's own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at ESCI-BSM Master of Science and signing the "Honour Code," students acknowledge that they understand the schools' policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program."

**Calendar and Contents (Date and Detailed Account of Topics per each of the 10 sessions
– Table format tends to work well)**

SESSION 1 Part 1.-MULTICULTURAL NEGOTIATION

April 13th:

- OBJECTIVES:**
1. Identify cultural sensitivity as a basic of international negotiation.
 2. Understand the dynamic and evolving nature of the culture.
 3. Know the parameters that allow you to analyze the cultural basis that influence negotiation styles.
 4. Develop skills in the analysis and synthesis of cultural profiles as a basis for the preparation of international negotiations.

- CONTENTS:**
1. Scope and dynamic nature of culture
 - 1.1 Dynamic character of the culture concept
 - 1.2 Culture concept
 2. Cultural factors and their influence on the negotiation
 - 2.1 Geographical and historical base
 - 2.2 Religion
 - 2.3 Social structure
 - 2.4 Political system
 - 2.5 Economic system
 - 2.6 Language
 - 2.7 Aesthetics
 - 2.8 Education
 - 2.9 Opening
 - 2.10 Relationship education - opening

- METHODOLOGY:**
- ☐ Incident or case studies: cultural profiling. The Cyprus Bailout, The Crimea Case or other
 - ☐ Working in teams
 - ☐ Teamwork and individual exhibitions

DURATION: ☐ **Total time of the session 1.5 hours**

Proposed distribution of the time

- ⌚ 60'Conference
- ⌚ 30'Rest
- ⌚ 30'Working in teams
- ⌚ 30'Exhibitions, debates and conclusions
- 60' Presentation of first Real Corporate Negotiation Challenge. Explanations of rules and methods and an example. First P&L, BS impact simulation and Briefing to Board of Directors. All individual cases will be presented before end of Thursday Next week.

SESSION 1 Part II. CULTURAL integration as Success in international negotiation tool

April 13th:

- OBJECTIVES:**
1. Recognize the importance of cultural sensitivity and tolerance as critical factors for success in the international negotiation processes.
 2. Identify the causes and limitations of the ethnocentric tendencies.
 3. Understand the phenomena of integration and rapprochement between cultures as facilitators of international negotiation.
 4. Develop skills in the treatment of cultural barriers in the international negotiating process.

- CONTENTS:**
1. The cultural knowledge as a negotiating tool
 2. Real knowledge
 3. Interpretative knowledge
 4. Cultural sensitivity and tolerance
 5. Relationship between real knowledge and interpretative knowledge
 6. The curve of the cultural impact.
 7. Cultural change and the approach of negotiating parties
 8. Types of cultural change
 9. Keys to adapt to the local culture
 10. Breaking prejudices: the criterion of "Distance" (CAGE framework of Harvard)

METHODOLOGY:

- ☐ Case studies or incident: identification and treatment of cultural barriers. Study Case Cyprus bailout or Crimea Conflict.
- ☐ Working in teams
- ☐ Teamwork and individual exhibitions

SESSION 2 BENCHMARKS FOR INTERNATIONAL NEGOTIATIONS

April 20th:

- OBJECTIVES:**
1. Know the main benchmarks that applied to international negotiations and their characteristics in different types of culture.
 2. Position the profile of the Spanish negotiator with respect to other cultures to identify convergent and divergent points.
 3. Develop skills in the use of benchmarks as a tool for basic guidance for the preparation of international negotiations.

- CONTENTS:**
1. Cultural values and styles of negotiation
 - 1.1 The cultural values of Hofstede's four dimensions.
 - 1.2 Application of Hofstede approach to multicultural negotiation.
 2. Reference criteria for structured negotiations multicultural
 - 2.1 Sources and level of authority
 - 2.2 Objectives and aspirations of the Administration
 - 2.3 Accuracy of verbal language
 - 2.4 Formality and rhythm
 - 2.5 Systems of time in the practice of international business
 - 2.6 Graphical representation by countries in the context of the communication / formality / pace / time system.

- METHODOLOGY:**
- ☐ Case studies or incident: elaboration of the profile of the negotiator according to the criteria of cultural references.
 - ☐ Working in teams
 - ☐ Teamwork and individual exhibitions

DURATION: ☐ **Total time of the session 1.5 hours**

Proposed distribution of the time

45'Conference

45'Exhibitions, debates and conclusions

- 15' Presentation of Second Real Corporate Negotiation Challenge by two participants. Participative debate. Conclusions.
- 30' Presentation of Third P&L , BS impact simulation and Briefing to Board of Directors. Participants to present analysis, evaluation, models and Executive Summary to Board of Directors before end of Thursday Next week.

SESSION 3 STYLE OF THE NEGOTIATOR ACCORDING TO HIS CULTURAL ORIGIN**April 27th:**

- OBJECTIVES:**
1. Know the profile of the negotiators according to their cultural origin.
 2. Identify the personal negotiation styles associated with the structure of thought and the form of communication.
 3. Know the main tips and rules of Protocol in international negotiation
 4. Develop skills to adapt to the diversity of customs and treatment of ethical decisions.

- CONTENTS:**
- 1. Profile of the negotiator according to their cultural origin**
 - 1.1 European negotiators
 - 1.2 Negotiators from North America
 - 1.3 Latin American negotiators
 - 1.4 Negotiators in Asian
 - 1.5 African negotiators
 - 2. Negotiation styles**
 - 2.1 The orientation in the style of negotiating.
 - 2.2 Factors that influence directly in each style.
 - 2.3 Classification of styles according to the "GRID" of the negotiator.
 - 2.4 Other personal styles of negotiating.
 - 2.5 Styles of negotiation according to the structure of thought and the form of communication.
 - 3. Customs and ethics in international negotiation**
 - 3.1 Tips to negotiate in the major countries.
 - 3.2 The Protocol in international business
 - 3.3 Complex nature of ethical decisions.
 - 3.4 Ethical and socially responsible decisions.

- METHODOLOGY:**
- ☐ Case studies or incident: identification of the style of negotiation, implementation of the Protocol, proposed solution to ethical dilemmas.

Nokia Microsoft Negotiation Case

- ☐ Working in teams
- ☐ Teamwork and individual exhibitions

DURATION: ☐ **Total time of the session 3 hours**

Proposed distribution of the time

- ☐ 60'Conference
- ☐ 30'Rest
- ☐ 30'Working in teams
- ☐ 30'Exhibitions, debates and conclusions
 - 30' Presentation of Third Real Corporate Negotiation Challenge by two participants. Participative debate. Conclusions.
 - 30' Presentation of Fourth P&L , BS impact simulation and Briefing to Board of Directors. Participants to present analysis, evaluation, models and Executive Summary to Board of Directors before end of Thursday of week following.

SESSION 4 PART 1.- THE ENVIRONMENT OF THE SMES IN INTERNATIONAL NEGOTIATION**May 5th :**

- OBJECTIVES:**
1. Identify the factors that characterize SMEs in international negotiation processes.
 2. Understanding tools of analysis and preparation of the processes of international negotiation on the specific environment of SMEs.
 3. Develop skills in the preparation of international negotiations for SMEs with a realistic vision that rejects self limiting trends.
- CONTENTS:**
- 1. Particularities of SMEs to international negotiation**
 - 1.1 The limitation of the structures of internationalization.
 - 1.2 Financial aspects of the international negotiation.
 - 1.3 The management of the risk.
 - 1.4 The time factor.
 - 1.5 Human resources.
 - 2. Preparation of SMEs for the international negotiation**
 - 2.1 Place the international negotiation within the strategic framework of the company.
 - 2.2 Definition of the objectives of the negotiation.
 - 2.3 Preliminary analysis of the consequences of the success or the failure of an international negotiation.
 - 2.4 Who negotiates?
 - 2.5 Prepare the legal, financial and technical environment of a negotiation.
 - 2.6 SMEs from the evaluation and decision making in the international negotiation process: capacity for decision-making in real time.
- METHODOLOGY:**
- ☐ Case studies or incident: submission of a plan of preparation of SMEs to start a process of international negotiations.
 - ☐ Working in teams
 - ☐ Teamwork and individual exhibitions
- DURATION:**
- ☐ **Total time of the session 1.5 hours**

Proposed distribution of the time

- ☐ 45'Conference
- ☐ 20'Working in teams
- ☐ 25'Exhibitions, debates and conclusions
 - Presentation of Fourth Real Corporate Negotiation Challenge by two participants. Participative debate. Conclusions.
 - Presentation of Fifth P&L , BS impact simulation and Briefing to Board of Directors. Participants to present analysis, evaluation, models and Executive Summary to Board of Directors before end of Thursday Next week.

SESSION 4 Part II: STRUCTURE AND STAGES OF THE INTERNATIONAL NEGOTIATION PROCESS**May 4th :**

- OBJECTIVES:**
1. Identify the elements that differentiate the negotiation of the sale.
 2. Know the main negotiating depending on the type of market strategies.
 3. Know the structure and basic stages of the negotiation process, identifying the phase of relationship that makes up the process in an international environment.
 4. Develop skills in recognition of the strategy of negotiation and the best alternative to a negotiated depending on the type of market settlement.

- CONTENTS:**
1. **Differences between the negotiation and sale**
 2. **Types of negotiations according to the market**
 - 2.1 Industrial markets
 - 2.2 Consumer markets
 - 2.3 Services markets
 - 2.4 Purchase groups
 - 2.5 Large customers
 3. **The negotiation process**
 - 2.6 Basic components
 - 2.7 Basic strategies
 - 2.8 Fundamental stages
 - 2.9 The room for manoeuvre.
 - 2.10 The best alternative to a negotiated agreement (BATNA)

- METHODOLOGY:**
- ☐ Case studies or incident: identification and explanation of the type of market, the strategy of negotiation and the BATNA.

Apple - Samsung

- ☐ Working in teams
- ☐ Teamwork and individual exhibitions

DURATION: 2 2 **Total time of the session 1.5 hours**

Proposed distribution of the time

- 2 45'Conference
- 2 20'Working in teams
- 2 25'Exhibitions, debates and conclusions
 - Presentation of Fifth Real Corporate Negotiation Challenge by two participants. Participative debate. Conclusions.
 - Presentation of Sixth P&L , BS impact simulation and Briefing to Board of Directors. Participants to present analysis, evaluation, models and Executive Summary to Board of Directors before end of Thursday Next week.

SESSION 5 The preparation of the International negotiation

May 11th :

- OBJECTIVES:**
1. Know the basics of the Harvard negotiation model applied to the preparation of the negotiation in an international environment.
 2. Identify the 7 elements of the Harvard negotiation in a case model of international negotiation.
 3. Develop skills in the preparation of the negotiation according to the matrix of the Harvard negotiation model.

- CONTENTS:**
1. **The negotiation of Harvard (HNP) reference model**
 - 1.1 People: separate the people from the problem.
 - 1.2 Interests: focus on interests and not on positions.
 - 1.3 Options: invent options for mutual benefit.
 - 1.4 Criteria: insist on using objective criteria.
 2. **The seven elements of the negotiation of the HNP**
 - 2.1 The alternatives
 - 2.2 The interests
 - 2.3 Communication
 - 2.4 The relationship
 - 2.5 Options
 - 2.6 The legitimacy
 - 2.7 The commitment.

3 Practical approach to the preparation of the negotiation of the HNP matrix

- METHODOLOGY:**
- ☐ Case studies or incident: identification and explanation of the 7 elements of bargaining. Proposal and explanation of the matrix of negotiation
- The Valeo Case.
- ☐ Working in teams
 - ☐ Teamwork and individual exhibitions

DURATION: ☐ **Total time of the session 3 hours**

Proposed distribution of the time

☐ 60'Conference

☐ 30'Rest

☐ 30'Working in teams

☐ 30'Exhibitions, debates and conclusions

- 30' Presentation of Sixth Real Corporate Negotiation Challenge by two participants. Participative debate. Conclusions.
- 30' Presentation of Seventh P&L , BS impact simulation and Briefing to Board of Directors. Participants to present analysis, evaluation, models and Executive Summary to Board of Directors before end of Thursday Next week.

SESSION 6 The stage of the Relationship in international negotiation**May 18h:**

- OBJECTIVES:**
1. Identify the elements that set the tone of the relationship in international negotiation.
 2. Know and exercise the different facets of intercultural communication.
 3. Develop skills in the preparation and establishment of the relationship in international negotiation
- CONTENTS:**
1. **The relationship between the parties as a decisive element in international negotiation**
 - 1.1 The establishment of the trust
 - 1.2 The border between the personal and the professional
 - 1.3 The courtesy as a universal language
 2. **Intercultural communication**
 - 2.1 Basic elements of intercultural communication
 - 2.2 The overestimation of the language barriers.
 - 2.3 Fundamental concepts for intercultural communication.
 - 2.4 Guide and objectives of intercultural communication.
 - 2.5 Language difficulties in intercultural communications.
- METHODOLOGY:**
- ☐ Case studies or incident and role-play: preparation and staging of the stage of relationship in international negotiation that appears above in the case or incident.
 - ☐ Working in teams.
- DURATION:**
- ☐ **Total time of the session 3 hours**
- Proposed distribution of the time**
- ☐ 60'Conference
 - ☐ 30'Rest

- ☐ 30' Working in teams
- ☐ 30' Exhibitions, debates and conclusions
 - 30' Presentation of the Seventh Real Corporate Negotiation Challenge by two participants. Participative debate. Conclusions.
 - 30' Presentation of Eighth P&L , BS impact simulation and Briefing to Board of Directors. Participants to present analysis, evaluation, models and Executive Summary to Board of Directors before end of Thursday Next week.

SESSION 7 INPUT PHASES AND REFORMULATION IN THE INTERNATIONAL NEGOTIATION PROCESS**May 25th:**

- OBJECTIVES:**
1. Know the techniques and the key elements of input and reformulation of international negotiation stages.
 2. Identify the factors that allow zoom positions between the parties.
 3. Develop skills in the preparation and implementation of input phases and reformulation in the international negotiating process.

- CONTENTS:**
- 1. Reformulation in the negotiation process and entry techniques**
 - 1.1 The mark of the tone and the climate
 - 1.2 Establishment of the position
 - 1.3 The power of questions
 - 1.4 Reflective listening
 - 1.5 Non-verbal language
 - 1.6 The silence
 - 2. Reference systems to achieve the approximation of positions in international negotiation**
 - 2.1 Definition of the extreme areas and the balance points
 - 2.2 Projection of results over time.
 - 2.3 Creativity in the approach to compensation.
 - 2.4 The traffic light technique to zoom positions.

- METHODOLOGY:**
- ☐ Case studies or incident and role-play: preparation and staging of the stage of entrance and reformulation in international negotiation that appears above in the case or incident. Supersoft.
 - ☐ Working in teams.

- DURATION:**
- ☐ **Total time of the session 3 hours**

Proposed distribution of the time

- ☐ 60'Conference
- ☐ 30'Rest
- ☐ 30'Working in teams
- ☐ 30'Exhibitions, debates and conclusions
 - 30' Presentation of the Eighth Real Corporate Negotiation Challenge by two participants. Participative debate. Conclusions.
 - 30' Presentation of the Ninth P&L , BS impact simulation and Briefing to Board of Directors. Participants to present analysis, evaluation, models and Executive Summary to Board of Directors before end of Thursday Next week.

SESSION 8 PART I: The "negotiating dance " "The HAGGLING and concessions "

June 1st : PART II: Interpersonal Communications

- OBJECTIVES:**
1. Know the techniques and the key elements of the haggling stage and international bargaining concessions.
 2. Identify the main tactics and countermeasures that apply in international negotiations.
 3. Develop skills in handling of arguments and objections in the negotiation process.
 4. Develop skills in the preparation and implementation of the phase of bargaining and concessions in the international negotiating process.

- CONTENTS:**
1. **The handling of arguments and objections**
 2. **How to handle concessions in international negotiation**
 - 2.1 Skills to obtain the agreement of the other
 - 2.2 Eight ways to make concessions
 - 2.3 Preferred by different countries concessions pattern
 - 2.4 Techniques to treat the concessions in the negotiations
 - 2.5 Value of the concessions
 3. **Tactics and countermeasures**
 - 3.1 Tactics and countermeasures of professional / "loyal"
 - 3.2 Tactics and aggressive countermeasures FAQ
 - 3.3 Tactics and dirty countermeasures / FAQ "unfair"
 - 3.4 Preferred tactics of executives in eleven countries.

- METHODOLOGY:**
- ☐ Case studies or incident and role-play: preparation and staging of the stage of bargaining and concessions in international negotiation that appears above in the case or incident.
 - ☐ Working in teams.

DURATION: ☐ ☐ **Total time of the session 3 hours**

Proposed distribution of the time

- ☐ 60'Conference
- ☐ 30'Rest
- ☐ 30'Working in teams
- ☐ 30'Exhibitions, debates and conclusions
 - 30' Presentation of Ninth Real Corporate Negotiation Challenge by two participants. Participative debate. Conclusions.
 - 30' Presentation of Tenth P&L , BS impact simulation and Briefing to Board of Directors. Participants to present analysis, evaluation, models and Executive Summary to Board of Directors before end of Thursday Next week.

SESSION 9 Part I: SKILLS AND TECHNIQUES TO OBTAIN THE AGREEMENT**June 8th : Part II: Interpersonal Communication II**

- OBJECTIVES:**
1. Know the techniques and the key elements to reach an agreement in international negotiation.
 2. Knowing the techniques that allow you to overcome the blockages in the negotiation.
 3. Develop skills in the management of the time as a tool for the agreement in the negotiation process.
 4. Develop skills in the preparation and execution of the process that allows reaching the agreement in international negotiation.

- CONTENTS:**
1. **Time as a negotiating tool of the agreement**
 - 1.1 Instrument of reflection
 - 1.2 Instrument of pressure
 - 1.3 Unlock tool
 2. **The agreement in the negotiation**
 - 1.4 Techniques to overcome blocks
 - 1.5 Techniques to achieve the agreement
 - 1.6 Basic recommendations for agreements
 - 1.7 Types of agreements

- METHODOLOGY:**
- ☐ Case studies or incident and role-play: preparation and staging of the agreement process in international negotiation that appears above in the case or incident.

Valeo Case III

- ☐ Working in teams.

- DURATION:**
- ☐ **Total time of the session 3 hours**

Proposed distribution of the time

- ☐ 60'Conference
- ☐ 30'Rest
- ☐ 30'Working in teams
- ☐ 30'Exhibitions, debates and conclusions
 - 30' Presentation of Tenth Real Corporate Negotiation Challenge by two participants. Participative debate. Conclusions.
 - 30' Presentation of Eleventh P&L , BS impact simulation and Briefing to Board of Directors. Participants to present analysis, evaluation, models and Executive Summary to Board of Directors before end of Thursday Next week.

SESSION 10 PART I: THE CLOSURE OF THE INTERNATIONAL NEGOTIATION

June 15th : PART II: Business Communications Part III

OBJECTIVES:

1. Know the techniques and the most frequent in international negotiation closure types.
2. Identify the ways to conclude and confirm the agreements reached.
3. Develop skills in the preparation and execution of closing in international negotiation.
4. Learn about the fundamental questions that allow you to analyze the negotiation process and systematize the experience.

CONTENTS:

- 1 As the closure**
 - 1.1 Requirements that indicate the time of the closing.
 - 1.2 More frequent in different geographic regions closing techniques
 - 1.3 Other closure types
 - 1.4 No agreement and the door open for the future
- 2 Confirm the agreement and conclude**
 - 2.1 Techniques to confirm the agreement
- 3**
- 4 Questions for the analysis of the negotiation**
 - 4.1 Identification of strengths
 - 4.2 Identification of areas for improvement

METHODOLOGY:

- ☐ Case studies or incident and role-play: preparation and staging of the international negotiation that appears refers in the case or incident aimed to obtain the agreement and close the negotiation.
- ☐ Working in teams.

DURATION:

- ☐ ☐ **Total time of the session 3 hours**

Proposed distribution of the time

☐ 45'Conference

- 45' Exhibitions, debates and conclusions
- 1.5 hour EXAM

4. Assessment

5 Assignments to be done in groups of 3-4 people for 2 weeks 4.5 hours each per week total work 27 to 36 hours will be evaluated from 0 to 10:

- International context culture Cyprus bailout Case/ Crimea Case/The Greek Bailout
- Nokia – Microsoft
- Apple – Samsung
- The Valeo Case
- The Tesla Case

One final exam on June 22nd will be evaluated from 0-10. Students that have not presented all assignments cannot make the exam.

Professor will evaluate from 0-10 attitude aspects such as: Attendance, punctuality, and specially proactive participation in class and performance in role playing negotiation cases.

Final grade will be the average of:

- Participation 0-10 weight 10%
- Assignments 0-10 weight 40%
- Individual Exam 0-10 weight 50%

5. Bibliography and teaching resources

Main book:

How to negotiate successfully in 50 countries

- Olegario Llamazares García-Lomas, (aut.)
- Anita Haney, (tr.)
- Global Marketing Strategies, S.L.
- 1ª ed., 1ª imp.(11/2005)
- ISBN: 8460967255 ISBN-13: 9788460967255

Other references:

Theory Building Harvard Negotiation Project

HNP is perhaps best known for the development of the theory of “principled negotiation,” as presented in [Getting to YES: Negotiating Agreement Without Giving In](#), by Roger Fisher, Bill Ury, and Bruce Patton. First published in 1981, and revised and expanded in a tenth anniversary edition (Penguin 1991), [Getting to YES](#) outlines a commonsense approach to negotiation that has been read by millions of people in 25 different languages. In clear, straightforward writing, [Getting to YES](#) shows negotiators how to separate relationship issues from substance and deal with the latter by focusing on interests, not positions; inventing options for mutual gain; and using independent standards of fairness to avoid a bitter contest of will.

Other books by the HNP: [Difficult Conversations: How to Discuss What Matters Most](#) (Viking/Penguin 1999), [Getting It DONE: How to Lead When You’re Not in Charge](#) (Harper Business 1998) and [Beyond Reason: Using Emotions as you Negotiate](#) (Penguin 2006). [...]...”

¹ Watzlawick *How Real Is Real?*, 1976, [OCLC 1818442](#)

¹ Watzlawick wrote more than 20 books . Of special impact in theory of negotiation: “*Change: Principals of Problem Formation and Problem Resolution*” (with John Weakland and Richard Fisch), 1974, [OCLC 730810](#)

Negociación Intercultural. Estrategias y técnicas de negociación internacional

By ESCI . Domingo Cabeza, Carlos Jiménez, Pelayo Corella

Main Online Resources.

<https://www.cia.gov/library/publications/the-world-factbook/index.html>

<http://export.gov/FTA/index.asp>

<http://www.state.gov/e/eb/cba/>

Practical, country guides and training materials of international negotiation tips:
<http://www.globalnegotiator.com/>

<http://www.reingex.com/308.asp>

<http://www.slideshare.net/figual/negociacion-internacional-aspectos-culturales>

<http://negotiatingwithgiants.com/>

<http://issuu.com/globalmarketing1/docs/librohowtonegotiate>

<http://www.iccbooks.com/Product/CategoryInfo.aspx?cid=87>

http://imarketingsolutions.com/diversityresources/rc_sample/management.html

<http://www.slideshare.net/readyssetpresent/negotiation-powerpoint-ppt-content-modern-sample>

http://www.slideshare.net/Laoshi_Steve/negotiation-international-cross-cultural-sav-lecture

¹ See http://www.pon.harvard.edu/research_projects/harvard-negotiation-project/hnp/

"...[...] The Project, or HNP as it is commonly known, was created in 1979 and was one of the founding organizations of the Program on Negotiation consortium. The work of faculty, staff, and students associated with HNP routinely moves back and forth between the worlds of theory and practice to develop ideas that practitioners find useful and scholars sound.

Bio of Professor

Professor Ezequiel Navarro (Malaga 1974) Graduated in Electronics Engineering in Malaga (1996) where he became Research Fellow of Electric Technology Department. For 2 years he developed technology in the field of high frequency inductors for telecommunications widely used by mobile phone manufacturers like Nokia Finland. Author of research papers, publications and international patents he started soon in the private industrial sector where he made a career in technical and managerial positions from R&D, Export, Marketing, General Management and finally C.E.O and shareholder of Premo, a Barcelona based 53 year old multinational specialist in electronics components for RFID, NFC in automotive and telecoms with customers, factories, subsidiaries and distributors in 57 countries and a global footprint.

Professor Navarro holds an MBA, and degrees in Marketing, Project Management,

Finance Management Corporate Finance and General Management from IPE Deusto, UNED and EADA. He combines its business responsibilities with part time co-operation sharing its experience in Strategy, Internationalization and Business Negotiations with institutions like BSM ESCI, EADA and ESADE in Barcelona; IPE and ESESA in Malaga and IE and Foundation Ramón Areces in Madrid and Escuela de Alta Direccion Caixanova in Galicia.