

**Course:** IM 691: International Business Negotiation  
**Dates:** May 2-4, 2004  
**Times:** Friday 1-5:30; Saturday 9:00 - 5:00; Sunday 9-12:30  
**Classroom location:** MG 102  
**Credits:** 1 unit  
**Prerequisites:** none

**Professor Lynn Metcalf**  
**Office location:** classroom  
**Office hours:** before & after class by appointment

The advent of a truly worldwide economy means that cross-cultural negotiation and problem-solving have become part of the day-to-day life in the workplace. U.S. business people are greeting potential business partners in Hindi and the Chinese are brushing up on their Japanese in order to bid successfully for outsourced work from Japan. Outsourcing stages of the product development cycle to engineers in China, India, and Russia; outsourcing call-center functions to workers in India, Ireland, or China; or deploying a company-wide information technology infrastructure means that managers at many levels of a global organization lead staffs, supervise employees, and coordinate projects whose members work in several time zones, speak multiple languages, and operate under different sets of cultural values.

Resolving prickly workplace issues or sorting out the issues of a deal can be difficult enough between members of one's own culture; however, managing a globally dispersed team or negotiating deals with business people from another country requires an entirely different skill set. Business people with global responsibility often have few resources that help them to understand their own orientations toward negotiation and problem solving or that provide insight into the orientations of their counterparts. Taking IM 691 is one step toward addressing those information deficits and developing a useful skill set.

**What will I learn in IM 691?**

<b>Types of Learning</b>	<b>Learning Objectives</b> <b>After this course is over, I want you to be able to</b>
Foundational Knowledge: The ability to remember specific information & ideas	<ul style="list-style-type: none"> <li>• Remember the personal qualities of a successful negotiator</li> <li>• Remember key dimensions for analyzing parties to a negotiation</li> <li>• Remember the steps involved in empathic listening</li> <li>• Remember basic negotiating strategies</li> </ul>
Application: The ability to acquire new ways of thinking and to employ new skills	<ul style="list-style-type: none"> <li>• Use a dimensional framework to prepare effectively for negotiations</li> <li>• Use empathic listening skills during negotiation simulations</li> <li>• Use negotiating strategies to create and claim value</li> </ul>
Integration: The ability to make connections	<ul style="list-style-type: none"> <li>• Connect what you learn in IM 691 to your chosen career path</li> </ul>
Human Dimension: The ability to learn something about oneself or others	<ul style="list-style-type: none"> <li>• Take ownership of a negotiating role and add value to the simulation team's work</li> <li>• Interact effectively with team members and members of opposing teams</li> </ul>
Caring: A change in interests or values	<ul style="list-style-type: none"> <li>• Develop an interest in negotiating strategies and the desire to learn more</li> </ul>
Learn How to Learn: The ability to become a self-directed learner	<ul style="list-style-type: none"> <li>• Identify personal successes and failures</li> <li>• Build on success and analyze the causes of failure</li> <li>• Identify what needs to be learned and what skills need to be strengthened</li> </ul>

# IM 691: International Business Negotiation

## Professor Lynn Metcalf

### What do I need for this course?

1. The IM 691 course pack from University Readers
2. Handouts provided
3. Calculator & a watch (cell phones will be turned off)
4. PowerPoint materials through the course conference

### What will I be doing?

1. You will practice cross-cultural negotiation skills in four simulations.
2. You will reflect on your learning.
3. You will complete a final project

### You will attend and participate in each session.

1. Come prepared.
2. Show up on time and stay focused through the end of the session.
3. Contribute.
4. Treat your peers and your professor with courtesy and respect.

**How will my engagement in each session's activities be scored?** I assess the quality of your engagement in each session's activities and look for habits and skills that are expected in the work place.

- **Exemplary (1 point):** You have done the preparatory reading and work. You work productively and stay focused. You make a proactive, significant, and consistent contribution.
- **Good (.85 point):** Naïve questions indicate you may not have reviewed materials thoroughly. You work productively and stay focused. You respond to direct requests for input and make a meaningful contribution.
- **Acceptable (.75 point):** You arrive late or leave early. You work productively and stay focused. You respond to direct requests for input and make a meaningful contribution.
- **Unacceptable Contribution (0 points):** You demonstrate one or more of the following. You have not done the preparatory reading and work. You ask uninformed questions. You are unable to work productively in class: you sleep, read, engage in side conversations, or do other work in class. You arrive late to the session, return late from breaks, or leave early.
- **Missed Session (0 points)**

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**Format instructions for written deliverables**

Use 1-inch margins; Arial, Tahoma, or Verdana typeface; 10 or 11 point font; and single spacing. Use headings, subheadings, and bulleted lists to make what you've written accessible to the reader.

**Learning Reflection: End of Seminar**

Go back through your notes and summarize what you've learned during this seminar. **Your reflection is due on Monday, 5 May at 9:00 a.m.** Please e-mail it to [lynn.metcalf@miis.edu](mailto:lynn.metcalf@miis.edu)

1. What new understanding of yourself do you have?
2. Identify personal successes and failures. How can you build on your successes? What can you learn from your failures?
3. What skills need to be strengthened?
4. What new skills have you acquired?
5. What role will this knowledge and these new skills play in your life and in your chosen career?
6. What plans do you have (concrete commitments, over the next 6 months) to acquire additional skills and knowledge pertaining cross-cultural negotiations?

**How will my learning reflection be evaluated?** I will use the following rubric to assess your learning reflection. Use the rubric to assess your own work, before turning it in and send it as the final page of your learning reflection.

	<b>Beginning 1</b>	<b>Developing 2</b>	<b>Accomplished 3</b>	<b>Exemplary 4</b>	<b>Score</b>
Engaged response	Little evidence of personal response or capacity to reflect on learning.	Shows evidence of a personal response, as well as the capacity to reflect on learning.	Shows evidence of a personal response, as well as the capacity to reflect on learning. Refers to specific skills strengthened or acquired. Identifies areas of weakness.	Shows evidence of a personal response, as well as the capacity to reflect on learning. Refers to specific skills strengthened or acquired. Identifies specific plans for future growth.	
Writing	Makes numerous spelling or grammatical errors that mislead or confuse the reader.	Spelling or grammatical errors are annoying, but do not mislead or confuse the reader.	Effectively written. Few slips in spelling or punctuation.	Masterfully written. Few slips in spelling or punctuation.	

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**Where do I go to learn more?**

In addition to the resources available to you through MIIS, get started with the following.

<b>Online resources:</b>	<p>Information sites on negotiation and conflict resolution:</p> <ol style="list-style-type: none"> <li>1. <a href="http://www.crinfo.org/">http://www.crinfo.org/</a> The best place to start for broad-based information on negotiation and conflict resolution processes. Excellent links other resources.</li> <li>2. <a href="http://www.beyondintractability.org/">http://www.beyondintractability.org/</a> An excellent site for descriptions, overviews, checklists, case studies, and educational resources.</li> </ol> <p>Practical tips for training and negotiation practice:</p> <ol style="list-style-type: none"> <li>3. <a href="http://www.negotiationtip.com/">http://www.negotiationtip.com/</a> A regular negotiation blog moderated by a highly knowledgeable staff member of the Program on Negotiation at Harvard Law School</li> </ol>
<b>Books on Negotiating:</b>	<ol style="list-style-type: none"> <li>1. Elashmawi, F. (2001) <i>Competing Globally</i>. Boston: Butterworth Heinemann.</li> <li>2. Foster, Dean Allen (1992) <i>Bargaining Across Borders: How to Negotiate Business Successfully Anywhere in the World</i>. New York: McGraw-Hill.</li> <li>3. Salacuse, Jeswald W. (2003) <i>The Global Negotiator: Making, Managing, and Mending Deals around the World in the Twenty-First Century</i>. New York: Palgrave Macmillan.</li> <li>4. March, Robert (1988) <i>The Japanese Negotiator: Subtlety and Strategy Beyond Western Logic</i>. Tokyo, New York: Kodansha International.</li> <li>5. Pye, Lucian W. (1992) <i>Chinese Negotiating Style</i>. New York: Quorum</li> <li>6. R. Fisher and W. Ury (1991) <i>Getting to Yes: Negotiating Agreement without Giving In</i> New York: Penguin</li> </ol>
<b>Country resources:</b>	<ol style="list-style-type: none"> <li>1. T. Morrison, W.A. Conaway, and G.A. Borden (1994). <i>Kiss, Bow, or Shake Hands: How to Do Business in Sixty Countries</i> Holbrook, MA: Bob Adams, Inc.</li> <li>2. R.R. Gesteland (1999) <i>Cross-Cultural Business Behavior</i> Hendon, VA: Copenhagen Business School Press.</li> <li>3. <i>CultureGrams World Edition</i> <a href="http://www.culturegrams.com/">http://www.culturegrams.com/</a></li> <li>4. Intercultural Press <a href="http://interculturalpress.com/">http://interculturalpress.com/</a></li> <li>5. Amazon.com</li> </ol>
<b>Expert Interviews:</b>	<ol style="list-style-type: none"> <li>1. Identify business people with first-hand experience conducting business and negotiating agreements with suppliers or customers in markets outside their own.</li> </ol>

**Final Project**

**Your final project is due on Monday, 12 May at 9:00.** Please e-mail it to [lynn.metcalf@miis.edu](mailto:lynn.metcalf@miis.edu)

Choose a country (other than your own, one that you have lived in, Mexico, Brazil, China, Finland, India, Japan, or Turkey) that has relevance for you. Submit a 5-page memo, outlining negotiation orientations of business people from that country. Report the norm, as well as conflicting viewpoints on each negotiating dimension in the Negotiation Orientation Framework. Refer to materials from 1<sup>st</sup> workshop session and from Mexico and the United States: Common Border, Common Negotiating Orientations by Metcalf, Bird, and Dewar.

Cite your sources in footnotes, using a standard (e.g. APA) format. If you use expert interviews, you must provide the person's name, company, position in the company, contact information (phone & e-mail), and the date the interview took place.

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**How will my final project be evaluated?** I will use the following rubric to assess your final project. Use the rubric to assess your own work, before turning it in and send it as the final (6<sup>th</sup>) page of your final project.

	<b>Beginning 1</b>	<b>Developing 2</b>	<b>Accomplished 3</b>	<b>Exemplary 4</b>	<b>Score</b>
Research	Information presented is not relevant.	Relevant information presented is from a single source.	Relevant information presented is from multiple sources.	Relevant information presented is from multiple sources. Conflicting viewpoints are discussed and reconciled.	
Sources	Information is not from credible sources	Credible source	Multiple credible sources	Multiple credible sources. Include expert interviews	
Reference citations.	Lacks reference citations	Cites some, using a standard format	Cites most, using a standard format	Cites all, using a standard format	
Writing	Makes numerous spelling or grammatical errors that mislead or confuse the reader.	Spelling or grammatical errors are annoying, but do not mislead or confuse the reader.	Few slips in spelling or punctuation.	Masterful expression. Few slips in spelling or punctuation.	

**How will my grade be computed?**

- Session attendance & participation 50%
- Learning reflection 20%
- Final project 30%

- 4 = A Exemplary attainment of course learning goals
- 3 = B Accomplished attainment of course learning goals
- 2 = C Developing attainment of course learning goals
- 1 = D Beginning attainment of course learning goals
- 0 = F Non-attainment of course learning goals

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**Course Calendar**

<b>Pre-work</b>		<ol style="list-style-type: none"> <li><b>Buy</b> the materials for class from University Readers</li> <li><b>Read:</b> <ul style="list-style-type: none"> <li>Susskind (2005) Full Engagement: Learning the Most from Negotiation Simulations</li> <li>Sebenius (2002) The Hidden Challenge of Cross-Border Negotiations</li> </ul> </li> <li><b>Complete</b> the Negotiation Orientations Inventory:  <a href="https://tomsawyer.umsl.edu/webapps/ITS/negopilot/survey.cfm">https://tomsawyer.umsl.edu/webapps/ITS/negopilot/survey.cfm</a> </li> </ol>	
<b>Session</b>	<b>Date</b>	<b>In-class</b>	<b>Post-session homework</b>
1	Friday 13:00-17:30 2 May	<p><b>Qualities of a successful negotiator</b></p> <p><b>About you:</b> Debrief: Negotiation Orientations Inventory</p> <p><b>Simulation:</b> Alpha-Beta</p> <p><b>About others:</b> Acquiring information</p> <p><b>About negotiating:</b> Distributive &amp; integrative negotiating strategies, creating and claiming value</p>	<p><b>Read:</b></p> <ol style="list-style-type: none"> <li>Javidan (2007) Forward-Thinking Cultures</li> <li>Metcalf, et al. (2006) Cultural Tendencies in Negotiation: A Comparison of Finland, India, Mexico, Turkey, and the United States</li> <li>Wheeler (2002) Negotiation Analysis: An Introduction</li> <li>The Mexico Venture: Mexican Information Sheet (<b>hand out</b>)</li> <li>Metcalf, et al. (2008) Mexico and the United States: Common Border, Common Negotiating Orientations</li> </ol>
2	Saturday 9:00-12:30 3 May	<p><b>About negotiating:</b> Anchoring and Framing</p> <p><b>Simulation:</b> The Mexico Venture</p>	<p><b>Read:</b></p> <ol style="list-style-type: none"> <li>Wu (1996) Two Psychological Traps in Negotiation</li> </ol>
3	Saturday 13:30-17:00 3 May	<p><b>About negotiating:</b> When to walk away from a deal</p> <p><b>Simulation:</b> The International Lodging Merger</p>	<p><b>Read:</b></p> <ol style="list-style-type: none"> <li>Cullinan, et al. (2004) When to Walk Away from a Deal</li> <li>Sebenius (2003) Six Habits of Merely Effective Negotiators</li> <li>Fang (2006) Negotiation: the Chinese Style</li> </ol> <p><b>Read and prepare:</b> Your role for Albion in China</p>
4	Sunday morning 9:00-12:30 3 May	<p><b>About negotiating:</b> Habits of the best negotiators</p> <p><b>Simulation:</b> Albion in China</p> <p><b>About you:</b> Personal effectiveness</p>	<p><b>Read:</b></p> <ol style="list-style-type: none"> <li>Earley &amp; Mosakowski (2004) Cultural Intelligence</li> <li>Morris (2005) When Culture Counts—and When It Doesn't</li> <li>Schwartz &amp; McCarthy (2007) Manage Your Energy, Not Your Time</li> </ol>
<b>Personal reflection</b>		Due on Monday, 5 May at 9:00. E-mail to <a href="mailto:lynn.metcalf@miis.edu">lynn.metcalf@miis.edu</a>	
<b>Final project</b>		Due on Monday, 12 May at 9:00 E-mail it to <a href="mailto:lynn.metcalf@miis.edu">lynn.metcalf@miis.edu</a>	