

Module guide 2019 - 2020

AMSIB

Amsterdam School of
International Business

Sales Negotiations and Culture

(SAN)

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Module overview

1.1 Content

One of the most important skills in business is negotiating. Negotiations take place in everyday life and in every business situation where two parties are involved that want to reach an agreement. Agreements to work together, to buy or to supply, to manufacture, to develop etc. An entrepreneur who wants to be successful in selling his products or services needs to have the skills to convince, to present, to communicate, to listen, to summarize and to come up with creative alternatives in order to move the other party to a point where an agreement may be reached. We summarize these skills in two words: negotiation skills.

Effective negotiators have a large toolbox filled with tactics and strategies which they decide to use or not use, depending on their position, objectives and other situational factors. Negotiating skills are an important asset for business professionals; knowledge of and sensitivity to cultural background are essential requirements for graduates entering the international business arena.

The classes combine sales and negotiating principles, tactics and strategies with cross-cultural elements. Skills necessary for negotiations between parties from different cultural backgrounds receive special attention. The Fundamentals of Negotiation Part of the course, focuses on these aspects as well as on how to properly prepare for a negotiation.

The course consists of three consecutive parts:

- The first classes address the Fundamentals of the Sales Process, from selecting prospects, making an appointment, until getting to the negotiation table.
- The Negotiating Tactics part, which will be the main topic of the course, concentrates on how to work towards mutually satisfying outcomes, and on the importance of accurate observations.
- The Crosscultural Negotiations part of the course, pays special attention to the role of culture in negotiations. How to prepare when negotiation with partners with different cultural backgrounds, how one should act in a way that leads to a successful negotiation.

1.2 Learning goals

#	You can:
	Develop personal sales skills and behavior to be able to prepare and carry out a proper negotiation, in various setting, while interacting with and convincing various stakeholders from various cultural backgrounds

1.3 Coherence with other modules

This course can be followed as part of the Minor Business Consultancy Clinic or as a separate elective.

1.4 Study materials & recommended further reading

Required study materials:

A digital reader is provided to students, with articles as a theoretical basis for the required entrepreneurial skills in doing business in an international multicultural environment. E.g. basics of negotiations, theories of Hofstede and Hall regarding cross-cultural communication etc.

Besides the reader, students receive separate cases to prepare and perform roleplays in class or to be tested via Pop Quizzes.

Recommended further reading:

Negotiation Genius: How to overcome obstacles and achieve brilliant results at the bargaining table and beyond by Deepak Malhotra and Max H. Bazerman. Harvard Business School. ISBN: 9780553384116

The Culture Map: Decoding how people think, lead, and get things done across cultures by Erin Meyer. ISBN: 978-1-61039-276-1-51599

Questions and who to contact

Questions about the module's content and study materials can be addressed to your lecturer(s) during the lessons. The consultation hours of the individual lecturers as well as their office location can be found in the lecturers' profile on BRIGHTSPACE or an appointment can be made per e-mail:

- a.d.bottse@hva.nl
- j.a.van.eeuwijk@hva.nl

1.5 Set-up of this Module and Teaching Methodology

The course is divided in three main sections:

Section 1: The Sales process and prospecting

Section 2: Negotiation theory and practice

Section 3: Crosscultural aspects while preparing for negotiating.

Other lectures are dedicated to oral exam preparations

Students are required to read articles in the reader for each lecture, made available online via BRIGHTSPACE. These articles are often tested for a grade by means of **Pop Quizzes**. The lecturer provides a short explanation on the reading material during the lecture and related theoretical perspectives. Most of the time this will be followed by an interactive **exercise** with fellow students, in which students practice a sales situation, negotiation, or cross-cultural exercise via roleplays. Often students have to **prepare** a case study before the lecture in a team of students.

Pop Quiz – testing theoretical knowledge (Articles to be studied):

During at least 50% of the SAN classes, students will be assessed with a (surprise) Pop Quiz in which students need to demonstrate their knowledge of the reading material.

Therefore students are advised to keep up with their reading every week as suggested in the shared planning on MYAUAS. The pop quizzes take place at the beginning of the lecture. **Hence, it is important to arrive on time.**

Articles to be studied, which could be tested via a Pop Quiz at the beginning of the lecture:

- *Introducing the Process of Negotiations + BATNA.*
- *The five key Approaches to Negotiations + Preparing to Negotiate.*
- *Active Listening.*
- *Opening Game; Middle Game; End Game.*
- *Negotiation Conflict Styles*
- *The Silent Language in Overseas Business.*
- *Preparing for Cross Cultural Negotiations.*
- *Cultural Predictors of National Negotiation Styles.*
- *Cultural Intelligence.*
- *The Hidden Challenges of Cross- Border Negotiations.*

These pop quizzes will be graded and count individually as part of the continuous assessment. Each lecture students will be invited to actively participate in discussions and other interactive learning methods related to the studied topics, which also counts as part of the continuous assessment.

The weight of the different graded parts is summarized in paragraph 1.9 Assessment.

Exercises

Each lecture, students are engaged in practical exercises and roleplays under direct supervision of the lecturer who provides suggestions for improvement. In this way students develop the necessary sales skills in general and (cross-cultural) negotiating skills specifically. Negotiations are ideally performed in pairs of two. The lecturer will assign the teams.

Preparation:

Students need to prepare as a team for each case. As a team, students should prepare together carefully prior to the lecture.

Students are suggested to prepare for each negotiation case using the following structure and elements:

BATNA, ideals, fall backs, assumptions, needs/priorities, non-negotiables, strategies and tactics.
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This Negotiation Preparation structure is provided in a template made available online via BRIGHTSPACE.

Other than the pop quizzes, students will also be assessed on several assignments and the final oral exam, which will be explained in the next paragraphs.

Individual Assignment

During the semester the students get an additional INDIVIDUAL assignment, related to cross-cultural negotiations in which different cultural theories will be explored (Hofstede, Hall, Trompenaars).

1.6 Lesson Planning

Weeks 1-10: Lectures, roleplays, assignments

The lessons follow a structured approach.

For every lesson the student needs to study articles that are related to theory and practice of negotiating and that are made available in a reader via BRIGHTSPACE.

Weeks 11+12: Oral Exam

Week 13: Overflow

In week 1 a course planning will be provided by the lecturer with exact dates for hand ins, and the oral exam. This planning will be made available via BRIGHTSPACE.

Besides the continuous assessment grade (40% of end grade), students receive two additional grades. One for an individual assignment (30% of end grade) and one for an oral exam (30% of end grade).

1.7 Individual Assignment

Research Paper

This assignment (30% of end grade) requires the individual student to focus on a number of cross-cultural aspects of negotiating. On the basis of relevant literature, several theoretical perspectives about cultural dimensions, such as Geert Hofstede and Edward Hall, should be related to cross-cultural negotiations by using various research methods. These methods could consist of interviewing people from different cultures in order to properly doing business with people from various cultural backgrounds next to performing desk research. The weight of the different graded parts can be seen in paragraph 1.9 Assessment. A more detailed description of this assignment, and the deadline will be published on BRIGHTSPACE.

Deliverance

- Students hand in this assignment before the deadline by means of a digital (soft) copy, submitted on BRIGHTSPACE.
- If the lecturer requests, also by handing in a hardcopy (printed).

1.8 Oral Exam

The exam (30% of end grade) takes place at the end of the semester. The lecturer will provide the schedule for the oral exam no later than lecture week 8. During this exam each student team conducts a negotiation of approximately one hour. Students will be graded individually based on their performance.

The negotiation case description is handed out at least one week in advance.

Oral negotiation exam

During the oral exam students are evaluated on the following skills and criteria:

1. Demonstrates a variety of negotiating skills and strategies.
2. Employs active listening techniques: students ask for clarification, rephrase what others have said, and check understanding throughout the negotiation. Students do not interrupt the speaker.
3. Demonstrates willingness to find solutions: student, in cooperation with negotiation partner and opposite party, develops creative solutions to problems. Student focuses on solving problems.
4. Demonstrates an open, cooperative, confident, interested attitude (instead of arrogance, indifference, doubt)
5. Asks open questions to discover underlying reasons and the other party's needs (instead of talking only about own needs)
6. Paraphrases / summarizes (instead of not ever or hardly ever referring to the other's communication)
7. Is respectful and polite (instead of offensive, aggressive, and/or accusing remarks)
8. Dresses, speaks, and carries self in a business-like manner
9. Takes cultural differences between self and partner or opposite party, and the typical features of a situation into account regarding communication and negotiation techniques.
10. Uses clear, communicative English throughout the negotiation exam.
11. Is well prepared.

1.9 Assessment

The assessment methods used in this module are summarized below. The table also shows how the grade for this module will be calculated.

#	Description	Form	Weight (%)
1	Continuous assessment	Pop quizzes and assignments Attendance and Participation	40% 80% 20%
2	Assignment Crosscultural Research	Individual 1 page poster (powerpoint)	30%
3	Oral Exam	1 hour Negotiation Roleplay	30%

1.10 Resit

If the average grade obtained for this module is below 5.5 students are allowed a resit.

Resits are only allowed for:

- Pop quizzes (including all theoretical articles)
- Crosscultural Research Assignment

Situation:	The resit will consist of the following test(s):	Your average module grade after resit will be calculated using the following weights:	The resit(s) will be scheduled in:
1 <input type="checkbox"/> Average grade for the whole module \geq 5.5	No resit needed	N.A.	N.A.
2 <input type="checkbox"/> Average grade for the whole module $<$ 5.5	POP Quizzes Research Assignment	N/A N/A	Wk 13

1.11 General rules and regulations

In order to successfully complete the course students must

- Attend at least 80% of all lectures
- Participate actively
- Complete and hand in assignments and preparations before the deadline
- Pass the oral negotiation exam