



**THE UNIVERSITY OF AUCKLAND
BUSINESS SCHOOL**

The University of Auckland Business School

Course Outline 2012

BUSADMIN INTBUS 731 , SPECIAL TOPIC ' INTERNATIONAL NEGOTIATIONS IN MULTI-CULTURAL ENVIRONMENTS '

15 Points

Course Description

This international course, taught at various management schools around the world, builds towards understanding and mastering the interrelated skills that contribute to the art of today's successful business negotiating.

The course explores the larger framework that sits over contract negotiation: business strategy, management psychology, legal, intellectual property, marketing, supply chain, etc.

Understanding and dealing with 'Cultural Differentiation' is integrated throughout the course at both conceptual and operational levels.

The course includes multiple negotiation simulations, including live person-to-person format and using modern broadband video-conference tools). Negotiations are recorded allowing evaluations by video-analysis. Participants receive mp4 copies of their negotiations for evaluation.

There are 2 major negotiations:

sat 5th may: students negotiate with students

sat 12th may: student teams negotiate with industry professionals

This intense block-course happens to be a great test field for participants skills in group dynamics, leadership, business communication and new-world efficiency.

The practical implications of alternative strategies and tactics are examined, as are the elements of persuasive power, structuring the process for optimal effect, maximising potential value, managing power and information, preparing for negotiations, dealing with difficult people, breaking deadlocks, and managing team negotiations.

Goals of the Course

This course builds on research and experience to enhance your insights, skills and confidence as a highly effective negotiator.

This course links to and integrates core courses to the real-time business challenge of preparing for and negotiating major international agreements.

Today's global economies require executives to understand cultural differentiation and highlight the need for mature, skilful negotiators with better methodologies and a mindset towards systematically improving their negotiating skills.

Learning Outcomes

The overall learning objectives are:

1. Create a world-class post-graduate level insight in the various contributing & interacting dimensions of international business negotiations
2. Build skillset and methodologies that lead to confidence and efficiency in today's multi-cultural negotiation environments.
3. Negotiate 'maximising proportional mutual gain', over 'win-win'
4. Develop and integrate multi-cultural sensitivity in international negotiating strategies
5. Achieve fluency in modern Commercialisation strategies, VAR to JV, M&A and various hybrid options in between
6. Apply core concepts in commercial law
7. Anticipate and integrate Intellectual Property in its influence on business negotiations
8. Advanced fluency in contract strategies & terms and monitoring thereof
9. Become skilled in advanced teamwork concepts in both preparation and execution of negotiation scenarios
10. Know how to follow up of person2person negotiation with advanced video conference and the use of transcripts/digital archives

Though the negotiating strategies are mostly based around business development & commercialisation issues, the skill-set is easily transferable to a wide variety of (international) negotiation (non-profit, governmental) scenarios.

Content Outline

Topics covered:

- Superior preparation for negotiations, outcomes of quality preparation
- Strategy before operations: The Distribution Matrix
- Quality of supply chain as an outcome of contract terms negotiated
- 'Contract lifecycle' & discussions of common options
- 'Contract performance dashboard'
- Memorandum of Understanding (MoU) as a building block
- Management of Your Negotiating Team
- The Negotiation Process & Top Tools of the Negotiator
- Building credibility: the essential base
- Quid Pro Quo: 'Trading' concessions
- Recognising & countering Tactics used in Negotiations
- De-Polarisation tactics
- Communicating and Negotiating commercially sensitive information
- Cultural differentiation and its effect on the negotiation process

Learning and Teaching

The course is delivered in the purpose-built executive teaching facilities at the Owen G. Glenn Building and Short street facilities.

The course format consists of inter-active seminars, group-based workshops and simulations.

Course Timing

Monday	30 April	9.00 am > 6.00 pm	Law PG (Short 340)
Wednesday	2 May	9.00 am > 6.00 pm	260-223 (OGGB)
Saturday	5 May	9.00 am > 6.00 pm (simulation) 260-219 (OGGB)	
Monday	7 May	9.00 am > 6.00 pm	810-225 (Short Street)
Wednesday	9 April	9.00 am > 6.00 pm	810-225 (Short Street)
Saturday	12 April	9.00 am > 6.00 pm (simulation) 260-219 (OGGB)	

Teaching Staff

Lecturer: Patrick E.J. Rottiers

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Patrick E.J. Rottiers is founder and managing director of PROconsulting International Ltd., a Christchurch-based international management development & commercialisation consultancy. His primary activity is assisting organisations in international business development, with a direct focus on up skilling managers & management teams and leadership development. Patrick is an experienced executive coach and sits on various advisory boards, including the international advisory board of the University of Antwerp Management School.

Patrick works 75% of the year in New Zealand and 25% overseas: his 'Internationalisation & Commercialisation' consultancy firm specialises in 'growing businesses to be *'world-class'*', working with both blue chip and SMEs. Those international businesses are the 'research laboratory' that makes Patrick's teachings so relevant & real.

Patrick has more than 25 years expertise in international, multi-cultural corporate environments and has held senior management positions in Europe, the US and Africa in sectors as diverse as broadcast, food, durable goods, airlines, recruitment and technology.

As a senior lecturer, Patrick Rottiers has been teaching international post-graduate courses (MBA, EMBA, MEM, MGM) for over 5 years at universities and management schools in Europe, Russia, China and Australasia.

Assessment Policy

Assessment Summary

Group Cases: Negotiation preparation & simulation - to be advised 50%
Individual Project: Paper - to be advised 50%

The *individual grade* comes from writing a paper, structured and authored as a consultant's business document, analysing and providing recommendations on real New Zealand cases.

The *group work grade* comes from contributing (both content & support) to the simulations (both preparation & negotiation) and contributions during seminars.

Course Assessment

All assessments require the participant to evidence detailed understanding of key conceptual frameworks and their application to both international negotiations and the framework that sits over contract negotiation

Grading criteria for performance in the course

A range (shows excellence in the subject, fit to pass with high distinction)

Work of high to exceptionally high quality showing excellent knowledge and understanding of subject matter and appreciation of issues; well formulated arguments based on strong and sustained evidence; maps and diagrams, graphs and tables, etc included where appropriate; relevant literature referenced; high level of creative ability, originality and critical thinking; excellent communication and presentation skills.

B range (shows strength in the subject, fit to pass with some distinction)

Work showing good to strong grasp of subject matter and understanding of major issues though not necessarily of the finer points; arguments clearly developed and based on convincing evidence; relevant literature referenced; evidence of creative ability, originality and critical thinking; good communication and presentation skills.

C range (shows basic competence in the subject, fit to pass)

Work showing a knowledge of subject matter and appreciation of main issues though possibly with some lapses and inadequacies; arguments developed and supported by some evidence and references; creative ability, originality and critical thinking present but limited; adequate communication and presentation skills.

D range (fails to show basic competence in the subject, not fit to pass)

Work lacking breadth and depth. Work generally has gaps. Frequently work of this grade takes a simple factual approach and understanding and coverage of material is inadequate; does not attempt to interpret the material; at the lower end, indicates a need for considerable effort to achieve improvement; communication and presentation skills are poor.

Highly unsatisfactory. Work shows a lack of knowledge about and understanding of the topic. Inadequate in degree of relevance, sometimes completeness, sometimes both. Communication and presentation skills are weak.

University Policy on Academic Integrity

The University of Auckland will not tolerate cheating, or assisting others to cheat, and views cheating in coursework as a serious academic offence. The work that a student submits for grading must be the student's own work, reflecting his or her learning. Where work from other sources is used, it must be properly acknowledged and referenced. This requirement also applies to sources on the world-wide web. A student's assessed work may be reviewed against electronic source material using computerised detection mechanisms. Upon reasonable request, students may be required to provide an electronic version of their work for computerised review.

Plagiarism

In academic writing, all sources of information other than your own ideas must be appropriately acknowledged in the body of the text and in a reference list at the end of the essay. Failure to do so is plagiarism, which is a form of cheating and is considered a serious matter. Students are encouraged to work collaboratively with others and this is an important part of the University experience. This collaboration may take the form of exchanging ideas, circulating readings and producing notes. However, beyond this point, the student's written work in assignments should be written independently and reflect the student's own understanding of the topic. In the case of two students handing in very similar or identical work, both students will be penalised.

While students are expected to consult expert opinion, particularly in the form of journals and books, in the completion of their assignments, such opinion must be acknowledged by explicit reference to the work consulted. If in any doubt about these issues, talk with your lecturer to clarify your concerns.

Penalties for Plagiarism

The penalties for plagiarism are severe and can range from gaining no marks for the assignment work in the paper concerned to disciplinary action under the terms of the Examination Regulations.

This is a paper where well-researched thought and argument are encouraged. We urge you to make the most of this opportunity.