

International Business Negotiation: An Engaging “Game” for Cross-Cultural Success

Fall 2023

Days: Friday (12:00-17:00) and Saturday (10:00-16:00)

Format: Online Through Moodle & Microsoft Teams

First Day of Workshop: Friday, Oct 27, 2023

Second Day of Workshop: Saturday, Oct 28, 2023

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Course Description:

In this online workshop, participants will engage in a dynamic role-play simulation to negotiate an international contract, gaining invaluable hands-on experience in the intricacies of international business negotiation. By representing companies from two distinct national cultures, participants will navigate the complexities of negotiating a strategic alliance, balancing the imperative to maximize financial performance with the need to honor cultural norms and values.

Throughout the course, participants will delve into various negotiation strategies, develop effective pre-negotiation preparation techniques, master the art of team organization for negotiations, and adeptly manage the negotiation process itself. Detailed feedback reports will be provided to each team, enabling them to identify areas of strength and areas for improvement in their negotiation skills.

Moreover, this course places a strong emphasis on fostering analytical thinking and cultivating essential soft skills such as leadership, teamwork, and cross-cultural communication. Participants will gain a fundamental understanding of how these skills intertwine with successful international business negotiation, equipping them with a well-rounded toolkit for future negotiations in the global marketplace.

Format:

This online course will be delivered over a span of two consecutive days, providing participants with a comprehensive learning experience through a combination of Microsoft Teams and Moodle platforms. The course will consist of six sessions, each lasting 80 minutes, resulting in a total duration of 8 hours.

Through the Microsoft Teams platform, participants will have the opportunity to engage in interactive live sessions, fostering real-time communication and collaboration. Additionally, the Moodle platform will serve as a centralized hub for accessing workshop materials, resources, and assignments, ensuring a seamless and organized learning experience.

The two-day format allows for concentrated learning and ample time for participants to immerse themselves in the negotiation role-play simulation, engage in meaningful discussions, and receive personalized feedback to enhance their negotiation skills.

Participants:

This workshop is specifically designed to cater to a diverse group of 10-30 individuals who are eager to enhance their communication and international business negotiation skills. Whether you come from a business, economics, international relations or any other field, this workshop welcomes participants from various academic backgrounds.

By bringing together a diverse cohort of participants, this course offers a rich learning environment where university students and practitioners from the wider community can benefit from unique perspectives, cultural insights, and collaborative experiences. The interactive nature of the workshop encourages active participation and the exchange of ideas, fostering a dynamic and inclusive learning atmosphere.

No matter your prior experience or level of expertise in negotiation, this course is structured to accommodate learners at different stages of their educational journey. Whether you aspire to pursue a career in international business or simply want to develop invaluable negotiation skills applicable to various professional settings, this workshop provides a supportive and empowering space for growth and development.

Join us and connect with like-minded peers as you embark on this transformative journey of expanding your communication and international business negotiation prowess.

Learning Outcomes:

1. Gain a comprehensive understanding of the significance of cross-cultural communication skills in the context of international business, recognizing their pivotal role in successful negotiation outcomes.
2. Explore the fundamental principles of verbal and nonverbal communication, honing the ability to navigate and leverage these factors in cross-cultural management and negotiation scenarios.
3. Master the intricacies of international negotiation processes, from meticulous preparation to skillful execution, and ultimately, successfully closing the deal.
4. Acquire a repertoire of basic tactics specific to international negotiations, empowering you to navigate complex and diverse negotiation scenarios with confidence and finesse.
5. Develop the ability to identify and effectively respond to common "dirty tricks" encountered in international negotiations, equipping you with the skills to maintain fairness and integrity throughout the negotiation process.
6. Distinguish between problem-solving and competitive approaches to business negotiation, enabling you to strategically adapt your approach based on the unique circumstances and objectives of each negotiation.
7. Identify the personal traits that characterize successful international negotiators, cultivating self-awareness and self-improvement in areas such as adaptability, resilience, empathy, and cultural sensitivity.
8. Cultivate critical and creative thinking skills essential for making swift, informed, and effective decisions in the fast-paced and dynamic environment of international business negotiations.

9. Experience the dynamics of collective decision-making, teamwork, and leadership within the context of international business negotiations, nurturing your ability to collaborate effectively and assume leadership roles when required.

By the end of this workshop, participants will have acquired a robust skill set, theoretical knowledge, and practical experience necessary to excel in international business negotiations while embracing cultural diversity and maintaining ethical and professional conduct.

Textbook/Course Resources:

This course will be mainly based on the following textbook:

- **Cullen, J. B., and K. P. Parboteeah, *Multinational Management: A Strategic Approach*, 7th Edition, Cengage Learning. (No purchase needed)**
- Workshop materials: All materials will be posted on Moodle.

Expectations from Participants:

1. **Punctuality:** It is essential for participants to demonstrate punctuality by arriving on time for classes, submitting their work before the specified deadlines, and notifying their teammates and the instructor in advance of any anticipated absences. Please note that a workshop certificate will only be issued to participants who attend a minimum of four out of the six sessions. Attendance in the negotiation role-play session is mandatory.
2. **Active Participation:** Participants are expected to engage with the workshop materials by thoroughly reading them prior to the online sessions. They should come prepared to actively contribute and participate in various activities and discussions. Unless there are unique circumstances that prevent them from doing so, participants are encouraged to keep their cameras on during the sessions to foster a sense of connection and engagement.
3. **Teamwork:** Collaboration and teamwork play a pivotal role in this workshop. Participants must demonstrate commitment to their teammates and actively work together to achieve shared objectives. Effective communication is vital, and participants should proactively communicate any challenges or constraints they encounter to ensure smooth teamwork and progress.
4. **Mutual Respect:** Negotiations can be intense, potentially leading to tensions between negotiating parties and even within teams. It is expected that all participants uphold mutual respect throughout the negotiation process, respecting cultural norms and differences. Participants are encouraged to maintain a positive attitude and view the process as a valuable learning opportunity to enhance their communication skills.

5. **Confidentiality:** The negotiation scenario is designed to include information asymmetries between the two negotiating parties. It is crucial for the success of the negotiation that each team maintains strict confidentiality regarding all documents shared before, during, and after the negotiation sessions. Respecting confidentiality fosters trust and ensures the integrity of the negotiation process.

By adhering to these expectations, participants will create a conducive learning environment that promotes effective collaboration, personal growth, and the attainment of their individual and collective objectives throughout the workshop.

Expectations from the Instructor:

1. **Transparency:** As an instructor, I prioritize transparency by providing a detailed course outline on the Moodle platform. This outline encompasses essential details such as course objectives, teaching methods, evaluation criteria, required materials, and more. By offering this complete picture, participants clearly understand how to succeed in the course and what is expected of them. The course outline also includes an evaluation rubric for the negotiations, and additional information about each class activity is made available on Moodle.
2. **Openness:** I value feedback and encourage critical thinking within the class. I create an environment where participants feel comfortable sharing their thoughts and opinions. At the workshop's conclusion, participants are asked to complete an online evaluation survey, allowing them to offer constructive feedback about their experiences and suggest areas for improvement in future classes. I am receptive to their comments and actively seek to enhance the learning experience based on their input.
3. **Passion:** Teaching is my passion, and I am dedicated to supporting people in their academic and professional journeys. I share personal experiences related to the course topics, demonstrating why these subjects matter to me and how I have applied them in my own career. My goal is not only to impart knowledge but also to make a lasting impact on participants' future endeavors.
4. **Engaging Class:** I strongly believe that an enjoyable and engaging class fosters effective learning. To achieve this, I employ a variety of engaging materials, incorporate role-plays, pose participative questions, and present problem-solving situations. These approaches encourage active participation, fostering a stimulating learning environment where participants are motivated to contribute actively and take ownership of their learning.
5. **Inclusiveness:** I view diversity as a valuable asset in the learning process. I actively seek to create a rich learning climate by welcoming and encouraging the participation of international students,

individuals from different ethnic backgrounds, and people with various gender orientations. In my courses, I include materials that highlight the contributions and experiences of minority groups, which are often neglected in mainstream management literature. I emphasize the achievements of women leaders and their impact on decision-making processes, both from an economic and social perspective. Moreover, I utilize diverse teaching methods to promote inclusivity, recognizing and valuing students' competencies beyond academic writing, such as critical thinking and oral communication skills, and incorporating multiple evaluation criteria that reflect these abilities.

By upholding these expectations, I aim to create a supportive and engaging learning environment that values transparency, openness, passion, inclusiveness, and active participation, enabling participants to maximize their learning potential and thrive in the workshop.

Attendance Certificate

To recognize participants' commitment and active engagement in the workshop, attendance certificates will be issued by Mount Allison University. These certificates will be granted to individuals who attend a minimum of four out of the six sessions, including the mandatory role-play session.

The attendance certificate will not only serve as a testament to the participants' dedication but also provide valuable information about their performance. Each certificate will include the overall ranking of the participant's team in comparison to all other teams within the workshop. This ranking acknowledges the collective achievements and highlights the participant's contribution to the team's success.

The attendance certificate from Mount Allison University holds significance as a tangible acknowledgment of the participant's dedication, skills, and the valuable experience gained throughout the workshop. It serves as a valuable addition to their portfolio, showcasing their commitment to professional development and proficiency in international business negotiation.

Winner's Prize

As an incentive for excellence and outstanding performance, the members of the winning team, who have met the attendance requirements of the workshop, will be rewarded with a prize. The winner's prize serves as both a recognition of the team's exceptional efforts and a token of appreciation for their dedication throughout the workshop. It adds an element of excitement and motivation, fostering a spirit of healthy competition among participants. By earning the winner's prize, participants solidify their accomplishments and gain additional resources or experience that can further enrich their understanding of international business negotiation.

Participants' Contribution to the Winner's Prize:

This workshop is free and is sponsored by Mount Allison University's Extended Learning Program (Digital Skills Institute). However, to ensure a focused and engaging workshop experience while enhancing the overall participant commitment, a nominal registration fee of \$20 will be collected. This

fee will contribute towards the acquisition of the Winners' Prizes, enhancing the motivational aspect of the workshop.

Overview of the Role-Play Scenario:

In this immersive workshop, participants will engage in a realistic international negotiation simulation between Sportique Shoes, a renowned North American manufacturer of athletic shoes, and Tong Ltd., a shoe manufacturer from the fictitious South-East Asian country of Poreadon. Both countries are members of the World Trade Organization (WTO). The negotiation scenario revolves around Sportique Shoes' quest for a cost-effective manufacturing facility overseas due to intensifying price competition in the shoe industry. Tong Ltd. has emerged as a potential partner, offering the lowest price and boasting a reputation for a highly skilled and motivated workforce.

The negotiation process begins with a team of managers from Sportique Shoes, comprising 4-6 members, tasked with initiating negotiations with Tong Ltd.'s management team, also consisting of 4-6 members, for a manufacturing contract spanning the upcoming year. The primary objective for both teams is to secure the most advantageous contract terms for their respective companies.

Confidential information about each team's cultural background, negotiation process, specific objectives, and contract details will be shared exclusively during the workshop sessions, fostering an authentic and dynamic negotiation environment. Ample time will be provided for teams to prepare meticulously, allowing them to strategize, define their roles, and formulate their negotiation approach.

In addition to the negotiating teams, workshop facilitators will assume the role of representatives from the World Bank. While not participating directly in the negotiations, these assistants play a pivotal role as moderators, observers, timekeepers, financial managers, and note-takers throughout the negotiation and preparation sessions. Their presence is essential in ensuring the overall effectiveness and smooth progression of the simulation.

The entire negotiation process will be facilitated through the Microsoft Teams platform. Teams will have dedicated private breakout rooms for their preparation sessions, enabling focused collaboration and strategizing. Separate breakout rooms will also be designated specifically for the negotiation sessions, providing a structured and confidential environment for the teams to engage in productive discussions.

The workshop will culminate in a comprehensive debriefing session, where participants will have the opportunity to reflect on the lessons learned from the negotiation experience. This discussion will also include an announcement of the winners, recognizing and celebrating the teams that demonstrated exceptional negotiation skills and achieved remarkable outcomes.

By immersing participants in this engaging and authentic role-play scenario, the workshop aims to enhance their understanding of international business negotiation while equipping them with practical skills and insights that can be applied to real-world situations.

Winning Criteria:

The evaluation of the negotiating teams will be based on a comprehensive assessment of both their negotiation output and process. The scoring system will be divided as follows: 60% for negotiation output

and 40% for negotiation process. The output score will be determined by the final Capital Account balance, with each \$1,000 equivalent to 1 point, providing a maximum of 100 points.

In addition to the output score, the negotiation process will be evaluated by the instructor, with the assistance of the World Bank team. The process evaluation will be based on the following criteria:

1. **Conformity with Cultural Communication Styles (25 points):** Demonstrating an understanding and adherence to the communication styles and cultural values of your respective countries. Effective cross-cultural communication will be rewarded, showcasing the ability to bridge cultural differences during the negotiation.
2. **Teamwork (20 points):** Assessing the engagement and participation of all team members during the preparation, negotiation, and post-negotiation reflection and debriefing. The cohesive teamwork displayed by the team will be a crucial factor in determining the score.
3. **Creativity (15 points):** Recognizing innovative thinking and the ability to improvise alternatives when faced with challenges or deadlocks during the negotiation. Demonstrating creative problem-solving skills and adaptability will be key in earning points in this category.
4. **Persuasion Techniques and Concession Making (15 points):** Evaluating the quality of using persuasive techniques and making concessions strategically to persuade the other party and achieve favorable outcomes. Effective persuasion and concession-making strategies will contribute to a higher score.
5. **Responding to Possible Dirty Tricks (10 points):** Assessing the quality of communication and response to potential "dirty tricks" employed by the other team. It should be noted that while both teams are open to using such tactics, an appropriate and effective response to these tricks will earn points, emphasizing the importance of resilience and adaptability.
6. **Cultural and Emotional Intelligence (15 points):** Recognizing the attentiveness to cross-cultural differences, the ability to empathize, adapt wisely to the communication style of the other team, and maintain self-control throughout the negotiation process. Displaying cultural and emotional intelligence will contribute to a higher score in this category.

Course Schedule

Day	Date	Session	Time	Plan
1-Friday	Oct 27, 2023	Session 1	12 -13:20	Introduction to the Course, Teacher, and Participants Cross-cultural communication
		Session 2	14:00-15:20	International Business Process
		Session 3	15:40-17	Role Play Brief and Group Preparation 1: building your team!
2-Saturday	Oct 28, 2023	Session 4	10 -11:20	Group Preparation 2: Strategizing your negotiation
		Session 5	11:40-13	Negotiation Role-Plays
		Session 6	14:20-16	Debrief & Wrap up

Other Important Considerations

The right to privacy and the protection of intellectual property rights applies in online as well as in-person learning environments. Materials made available for courses (including, but not limited to, materials provided on Moodle) are for your study but remain the intellectual property of your instructor. Sharing materials with others outside the classroom violates the Mount Allison University [Student Code of Conduct](#). The misuse of course materials may be penalized. This applies to materials posted by faculty and by students and includes but is not limited to recordings of lectures and lecture materials, presentation/PowerPoint slides, etc.

Furthermore, whether teaching and learning take place online, in-person, or in a hybrid format, students are expected to respect the provisions of the [Student Code of Conduct](#), the [Anti-Racism Education and Response](#), and the [Sexual Violence Prevention and Response Policy](#).