University of Haifa  
Faculty of Management  
International MBA Program

Class: MAGNOLIA (course 4855)  
Course name: INTERNATIONAL BUSINESS NEGOTIATIONS  
Lecturer: Associate Professor Chalom Schirman  
Office hours: Thursdays from 14:00 to 15:00 (upon appointment)  
Email: chalomabrod@hotmail.com

Objectives of the course:

• to give participants an understanding of major theoretical and experimental perspectives on the nature of effective negotiation;
• to provide a framework for translating negotiation theory and research into effective practice;
• to provide a range of illustrations of effective (and ineffective) negotiation practice drawn from the worlds of international business, international political decision making, interpersonal and intergroup relations;
• to illustrate how Parties can create value for themselves through Negotiation.
• to sharpen participants awareness of conflict and its settlement or resolution through a variety of means including negotiation and the intervention of third parties as mediators.

Structure and methodology:

Using a combination of lectures, structured interactive exercises, case analyses, role-playing, presentations by students of own negotiation experience and class discussions, this course introduces a pragmatic and effective approach to reaching agreement through negotiation. Since everyone negotiates and does so all the time it is possible to teach negotiation by taking skills that people already have - then improving upon these through systematic exploration of various themes and issues.

The underlying structure of the Model of Principled Negotiation is very clearly described in the book **participants are required to read before class starts:**

“Getting to Yes”, by R. Fisher & W. Uri.

The consecutive sessions will thus be devoted (according to the methods described below) to further detailing, exploring and experiencing the various elements and components of the Model. Before each session, case studies will have to be prepared by the students.

N.B: All the course materials are in English.  
In the International Class the course is also taught in English.
Grading and Assessment:

• **Attendance.** The course is based on simulation of cases in groups, where each student is assigned a specific role. At the end of each session, you will be given the instructions for your roles in the simulation that will take place during the following session. If a student is absent (or late), s/he will penalize the other members of his/her group. It is thus essential that all participants who register for the course attend **ALL** sessions. **Consequently, please note that**

  - *If a student misses one session, 10 percent will be removed from his/her grade.*
  - *If a student misses 2 sessions, 20 percent will be removed from his/her grade.*
  - *If a student misses more than 2 sessions s/he will not get a credit for this course.*

• **The final (overall) Grade will be composed of**
  - Multiple choice quiz, to be taken in class during the **second session on Thursday, January 11, 2017** (20% of overall grade)
  - Group Presentations of students’ own negotiations (40% of overall grade)
  - Final group report 1,500 – 2000 Words (40% of overall grade).

  **Deadline for submitting the report:** **Friday, March 3, 2017. N.B. - only paper copies sent to the secretariat will be graded – please do not email any electronic copy.**

**Required Readings:** Fisher-Uri book and The Manual of the Course
Please refer to the session breakdown for the required readings included in the Manual.

**Suggested Readings :**

The Course Manual contains several lists of further suggested readings by topic.
# Sessions breakdown:

<table>
<thead>
<tr>
<th>Session</th>
<th>Required readings for the session</th>
<th>Content of session</th>
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</table>
Techniques to joint decisions  
Situations of Negotiation  
Positions bargaining vs. Interests dovetailing  
**Case Study** (Simulation): *Oil Pricing*  
- Prisoner's dilemma; the emergence of cooperation; long term relations; stakes and objectives; trust |
|         | 2) **Case**: Law Library  
2) **Articles**:  
   a) Axelrod Robert, "The Problem of Cooperation" (Course Manual, p. 25)  
   b) 2. *Venter Dr. DP*, "Making First Offers - the pros and cons" (Course Manual, p. 45) | **Case Study** (Simulation): *Law Library*  
- The PON Model: Alternatives, BATNA, ZOPA, First Offer, Anchoring, Options, Creating Value |
| 2       | 1) **Case**: Sally Swansong  
2) **Articles**:  
   a) Mor-Schirman Rivka, "Interests vs Ethics" (course manual p. 85)  
   b) Ertel Danny, "Turning Negotiation into a Corporate Capability" (Annexed to the course manual) | **Case Study** (Simulation): *Sally Swansong*  
- Project Negotiation: Defining stakes; Creative options  
The negotiation function in the firm |
|         | 1) **Case**: Chestnut Drive | **Case Study** (Simulation): *Chestnut Drive*  
Structure of Preparation for a Negotiation |
|         | 1) **Case**: Multimode | **Case Study** (Simulation) : *Multimode*  
- Negotiating a budget  
Third party intervention: arbitration vs mediation  
Students’ presentations start |
<table>
<thead>
<tr>
<th></th>
<th>Date (February 9, 2017)</th>
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<th>Students’ presentations</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Case: Tucker Graphics and Nihon Ichiban</td>
<td>7</td>
<td>Articles:</td>
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<tr>
<td></td>
<td>Case: Tucker Graphics and Nihon Ichiban</td>
<td></td>
<td>a) Salacuse Jeswald W., &quot;Intercultural Negotiation in International Business&quot; (Annexed to the course manual)</td>
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<td></td>
<td>Case: Tucker Graphics and Nihon Ichiban</td>
<td></td>
<td>b) Sebenius James K., &quot;The Hidden Challenge of Cross-Border Negotiations&quot; (Annexed to the course manual)</td>
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<tr>
<td></td>
<td>Case Study (Simulation): Tucker Graphics &amp; Nihon Ichiban</td>
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<td>International and intercultural aspects of negotiations</td>
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<td>8</td>
<td>Case: Harborco</td>
<td>8</td>
<td>Case Study (Simulation): Harborco</td>
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<td></td>
<td>Case: Harborco</td>
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<td>Multiparty, multi-issue negotiations, coalition building</td>
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Chalom Schirman

Chalom Schirman, Associate Professor, is the Head of Haifa University International MBA. He has been Associate Professor at the Graduate School of International Management of the Ecole Nationale des Ponts et Chaussées (ENPC), Paris, from 1995 to 2010, International Dean of SIMBA (Shanghai International MBA), a joint venture between the ENPC-MBA and the School of Economics and Management of Tongji University in Shanghai (1999-2010) and Head of IEDP (Corporate Managerial Programs) at Tongji University until 2015. He has been teaching at the Technion MBA (2000-2006) and in Haifa U MBA Programs since 2007.

Chalom Schirman has been/is teaching International Business Negotiation and GeCoPolitics, the geopolitics of globalization in several MBA Programs in Paris, Shanghai, Haifa, Edinburgh, Tokyo, Delhi, Buenos Aires, Casablanca, etc. He was/is also in charge of the Shanghai Study Trip.

In parallel, Prof Schirman was an International Consultant in strategy, international partnerships, trade agreements and Negotiation as well as a Founding Partner & Associate of Négociateurs Associés - Paris, training and consulting firm in Negotiation Techniques and Management.

Prior to 1990, Chalom Schirman has been, for 17 years, a diplomat, first in charge of the Division of International Economic Intelligence, later as Counselor for Economic Affairs, Embassy of Israel, Paris and as the Israeli Representative at the Club de Paris, then as Deputy Director of the Division of Economic Relations and Coordinator of Training Programs in International Economic Relations at the Ministry of Foreign Affairs in Jerusalem and, finally, Consul General of Israel in Montreal (1986-1990).

Prof Schirman (born in Belgium) graduated in Economics and International Relations from the Université Libre de Bruxelles (1967) and Harvard University (1969), was trained in 1986 at the Harvard Salzburg Seminar by Prof R. Fisher and H. Raiffa and later at the PON Trainers’ Program (Cambridge, MA), is an ENPC-MBA Alumnus (class of 91), was President of the ENPC-MBA Alumni Association (95-97) and a member of the Harvard Club of France management team.

He has co-authored a book titled Business Negotiations Strategy published (in Chinese) in Beijing (2005) and has written several articles and two case studies on Negotiation Techniques as well as a Monograph on The impact of the Arab boycott (Shiloach Institute of Tel Aviv University) and A Guidebook on International Economic Relations for diplomats (MFA, Jerusalem).

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