



**SYLLABUS**  
**Academic year 2022-2023**

**1. Information regarding the programme**

1.1. Higher education institution	Universitatea Babeș-Bolyai
1.2. Faculty	Faculty of Business
1.3. Department	Business Administration
1.4. Field of study	Business Administration
1.5. Study cycle	Bachelor
1.6. Study programme / Qualification	Business Administration (English)

**2. Information regarding the course**

2.1. Name of the course	Negocieri în afaceri/Business Negotiation						
2.2. Code	ILE0022						
2.3. Course coordinator	Prof dr. Dacina Crina Petrescu						
2.4. Seminar coordinator	Assist. Prof. PhD Daniel Malutan						
2.5. Year of study	3	2.6. Semester	I	2.7. Type of evaluation	Continuous (E)	2.8. Type of course	Compulsory

**3. Total estimated time (hours/semester of didactic activities)**

3.1. Hours per week	4	Of which: 3.2. lecture	2	3.3 seminar/laboratory	2	
3.4. Total hours in the curriculum	56	Of which: 3.5. lecture	28	3.6. seminar/laboratory	28	
Time allotment:						ore
Learning using manual, course support, bibliography, course notes						24
Additional documentation (in libraries, on electronic platforms, field documentation)						22
Preparation for seminars/labs, homework, papers, portfolios and essays						22
Tutorship						2
Evaluations						2
Other activities: Exam preparation						22
3.7. Total individual study hours						94
3.8. Total hours per semester						150
3.9. Number of ECTS credits						5

**4. Prerequisites (if necessary)**

4.1. curriculum	
4.2. competencies	

**5. Conditions (if necessary)**

5.1. for the course	classroom with computer and projector;
5.2. for the seminar /lab activities	classroom with computer and projector;

**6. Specific competencies acquired**

		Competence	Evaluation
Professional competence	All chapters	C1.1 Description of economic paradigms, concepts and theories regarding the influence of the external environment on the enterprise/organization	Final exam (100%)



		C1.2. Explanation and interpretation of the relationship of economic influence exerted by the external environment on the enterprise/organization	Final exam (50%), seminar project (50%)
		C1.3. Applying the appropriate tools for analyzing the relationship of influence exerted by the external environment on the enterprise/organization	Final exam (50%), seminar project (50%)
		C2.1. Identification of economic concepts and theories associated with the enterprise/organization	Final exam (100%)
		C2.3. Applying the appropriate tools to solve a problem regarding the relations between the subdivisions of the enterprise/organization	Final exam (50%), seminar project (50%)
		C2.4. Critical-constructive evaluation of the explanation and / or solution of a problem regarding the operation of the enterprise / organization	Final exam (50%), seminar project (50%)
Transversal competencies	The evaluation of transversal competences are not directly linked to the discipline content	CT1 Implementing ethical principles, norms, and values within one's own rigorous, efficient, and responsible strategy of work. CT2 Identifying the roles and responsibilities in a multispecialty team and implementing various relational techniques and efficient teamwork.	Seminar project (100%) (for the elaboration and presentation of the project)

## 7. Objectives of the course (outcome of the acquired competencies)

7.1. General objective of the course	<ul style="list-style-type: none"> <li>The course aims to offer students the main information regarding the nature of negotiation, types of negotiation, the most important negotiation strategies and techniques, to help them build skills to negotiate intelligently so as to become better negotiators in business and other fields.</li> </ul>
7.2. Specific objective of the course	<ul style="list-style-type: none"> <li>Presentation of communication as the main negotiation instrument.</li> <li>Presentation of alternative conflict resolution methods.</li> <li>Analysis of constructive conflict management methods in negotiation.</li> <li>Presentation of the concept and importance of negotiation.</li> <li>Analysis of elements essential to negotiation.</li> <li>Analysis of negotiation fundamental influence factors.</li> <li>Presentation of types of negotiation.</li> <li>Identification of negotiation stages, creation of negotiation plan, analysis of negotiation.</li> <li>Presentation and analysis of negotiation strategies.</li> <li>Presentation and analysis of negotiation tactics.</li> <li>Presentation of types of negotiators and negotiation styles.</li> </ul>

## 8. Content

8.1. Course	Teaching method	Remarks
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Introductory Course: the Importance of Negotiation	Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied home assignments	1 course
Business Communication and Negotiation (process, effectiveness, persuasion etc.)	Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied home assignments	3 courses
Constructive Conflict Management in Negotiation	Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied home assignments	1 course
Negotiation Stages. Negotiation Plan. Negotiation Analysis	Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied home assignments	1 course
Negotiation Strategies	Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied home assignments	1 course
Negotiation Tactics (Generosity, Flank Attack, Psychological War, Silence, etc.)	Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied home assignments	2 courses
Elements Essential to Negotiation (subject, interests, power etc.)	Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied home assignments	2 courses
Alternative Dispute Resolution	Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied home assignments	1 course
Types of Negotiators, Negotiation Styles, Types of Negotiation	Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied home assignments	1 course
Business Negotiation – A General View	Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied home assignments	1 course
Bibliography	<ol style="list-style-type: none"> <li>1. Abbe, A., Gelfand, M. J., &amp; Sycara-Cyranski, K. (2013). Models for Intercultural Collaboration and Negotiation. Dordrecht: Springer.</li> <li>2. Adair, W., &amp; Olekalns, M. (2013). Handbook of Research on Negotiation. Cheltenham: Edward Elgar.</li> <li>3. Asherman, I. (2012). Negotiation at Work : Maximize Your Team's Skills with 60 High-impact Activities. New York: AMACOM.</li> <li>4. Benoliel, M. (2014). Negotiation Excellence : Successful Deal Making. Hackensack, NJ: World Scientific.</li> <li>5. Cordell, A., 2019, The Negotiation Handbook, Routledge.</li> <li>6. Cialdini, R., B., 2006, Influence: The Psychology of Persuasion, Harper Business., USA</li> <li>7. De Cremer, D., &amp; Pillutla, M. M. (2012). Making Negotiations Predictable : What Science Tells Us?. New York: Palgrave Macmillan.</li> <li>8. Fisher, Roger, Ury, William, Patton, Bruce, 2011, Getting to Yes: Negotiating Agreement Without Giving In , Penguin Books, New York.</li> <li>9. Galluccio, M. e. (2015). Handbook of International Negotiation : Interpersonal, Intercultural, and Diplomatic Perspectives. Cham: Springer.</li> <li>10. Korda, P. (2011). The Five Golden Rules of Negotiation. [New York, N.Y.] [222 East 46th Street, New York, NY 10017]: Business Expert Press.</li> <li>11. Lewicki, R., 2021, ISE Essentials of Negotiation, McGraw-Hill Interamericana de España S.L.; 7th edition.</li> <li>12. Lewicki, R. J., Saunders, D. M., &amp; Barry, B. (2006). Negotiation. Boston : Burr Ridge, Ill : Dubuque, Ia : [etc.] : McGraw-Hill.</li> </ol>	



	<ol style="list-style-type: none"> <li>13. McCarthy, A. &amp; Hay, S. (2015). Advanced Negotiation Techniques. [N.p.]: Apress.</li> <li>14. Monheim, K. (2015). How Effective Negotiation Management Promotes Multilateral Cooperation : The Power of Process in Climate, Trade, and Biosafety Negotiations. London: Routledge, Taylor &amp; Francis Group.</li> <li>15. Moore, C. W., &amp; Woodrow, P. J. (2010). Handbook of Global and Multicultural Negotiation. San Francisco, CA: Jossey-Bass.</li> <li>16. Narlikar, A. (2010). Deadlocks in Multilateral Negotiations : Causes and Solutions. Cambridge, UK: Cambridge University Press.</li> <li>17. Nixon, P. (2005). Negotiation. Singapore: Wiley.</li> <li>18. Opresnik, M. O. (2014). Hidden Rules of Successful Negotiation and Communication : Getting to Yes!. Cham: Springer.</li> <li>19. Penetrante, A., &amp; Sjöstedt, G. (2013). Climate Change Negotiations : A Guide to Resolving Disputes and Facilitating Multilateral Cooperation. Milton Park, Abingdon, Oxon: Routledge.</li> <li>20. Petrescu, Dacina Crina (2015), Negocieri în afaceri, course notes.</li> <li>21. Pruitt, D. G., &amp; Warr, P. (2013). Negotiation Behavior. Burlington: Academic Press.</li> <li>22. Ramirez, A. (2014). Negotiation : 51 Most Asked Questions: What You Need to Know. [Brisbane, Australia]: Emereo Publishing.</li> <li>23. Rubin, J. Z., &amp; Brown, B. R. (2013). The Social Psychology of Bargaining and Negotiation. Burlington: Academic Press.</li> <li>24. Shell, G. Richard, 2006, Bargaining for Advantage: Negotiation Strategies for Reasonable People, Penguin Books, New York.</li> <li>25. Singh, B. D. (2010). Managing conflict and negotiation. New Delhi : Excel Books. 2010.</li> <li>26. Weaver, A. (2014). Negotiation 136 Success Secrets - 136 Most Asked Questions On Negotiation - What You Need To Know. [N.p.]: Emereo Publishing. .</li> </ol>
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8.2. Seminar	Teaching method	Remarks
Introductory Course: the Importance of Negotiation	Exemplification, analysis, case studies	1 seminar
Business Communication and Negotiation (process, effectiveness, persuasion etc.)	Exemplification, analysis, case studies	3 seminars
Constructive Conflict Management in Negotiation	Exemplification, analysis, case studies	1 seminar
Negotiation Stages. Negotiation Plan. Negotiation Analysis	Exemplification, analysis, case studies	1 seminar
Negotiation Strategies	Exemplification, analysis, case studies	1 seminar
Negotiation Tactics (Generosity, Flank Attack, Psychological War, Silence, etc.)	Exemplification, analysis, case studies	2 seminars
Elements Essential to Negotiation (subject, interests, power etc.)	Exemplification, analysis, case studies	2 seminars
Alternative Dispute Resolution	Exemplification, analysis, case studies	1 seminar
Types of Negotiators, Negotiation Styles, Types of Negotiation	Exemplification, analysis, case studies	1 seminar
Business Negotiation – A General View	Exemplification, analysis, case studies	1 seminar
Bibliography	<ol style="list-style-type: none"> <li>1. Abbe, A., Gelfand, M. J., &amp; Sycara-Cyranski, K. (2013). Models for Intercultural Collaboration and Negotiation. Dordrecht: Springer.</li> <li>2. Adair, W., &amp; Olekalns, M. (2013). Handbook of Research on Negotiation. Cheltenham: Edward Elgar.</li> <li>3. Asherman, I. (2012). Negotiation at Work : Maximize Your Team's Skills with 60 High-impact Activities. New York: AMACOM.</li> <li>4. Benoliel, M. (2014). Negotiation Excellence : Successful Deal Making. Hackensack, NJ: World Scientific.</li> <li>5. Cialdini, R., B., 2006, Influence: The Psychology of Persuasion, Harper Business., USA</li> <li>6. Cordell, A., 2019, The Negotiation Handbook, Routledge.</li> <li>7. De Cremer, D., &amp; Pillutla, M. M. (2012). Making Negotiations Predictable : What Science Tells Us?. New York: Palgrave Macmillan.</li> <li>8. Fisher, Roger, Ury, William, Patton, Bruce, 2011, Getting to Yes: Negotiating Agreement Without Giving In , Penguin Books, New York.</li> </ol>	



9. Galluccio, M. (Ed.) (2015). Handbook of International Negotiation : Interpersonal, Intercultural, and Diplomatic Perspectives. Cham: Springer.
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11. Lewicki, R. J., 2021, Essentials of Negotiation, 7th edition, McGraw-Hill, New York.
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13. McCarthy, A. & Hay, S. (2015). Advanced Negotiation Techniques. [N.p.]: Apress.
14. Monheim, K. (2015). How Effective Negotiation Management Promotes Multilateral Cooperation : The Power of Process in Climate, Trade, and Biosafety Negotiations. London: Routledge, Taylor & Francis Group.
15. Moore, C. W., & Woodrow, P. J. (2010). Handbook of Global and Multicultural Negotiation. San Francisco, CA: Jossey-Bass.
16. Narlikar, A. (2010). Deadlocks in Multilateral Negotiations : Causes and Solutions. Cambridge, UK: Cambridge University Press.
17. Nixon, P. (2005). Negotiation. Singapore: Wiley.
18. Opresnik, M. O. (2014). Hidden Rules of Successful Negotiation and Communication : Getting to Yes!. Cham: Springer.
19. Penetrante, A., & Sjöstedt, G. (2013). Climate Change Negotiations : A Guide to Resolving Disputes and Facilitating Multilateral Cooperation. Milton Park, Abingdon, Oxon: Routledge.
20. Petrescu, Dacia Crina, 2014, Negocieri în afaceri, course notes.
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24. Shell, G. Richard, 2006, Bargaining for Advantage: Negotiation Strategies for Reasonable People, Penguin Books, New York.
25. Singh, B. D. (2010). Managing conflict and negotiation. New Delhi : Excel Books. 2010.
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**9. Corroborating the content of the course with the expectations of the epistemic community, professional associations and representative employers within the field of the program**

The discipline content is consistent with what is being taught in other universities at home and abroad. In order to adapt it to the labour market requirements, there were held meetings with business representatives.

**10. Evaluation**

Type of activity	10.1 Evaluation criteria	10.2 Evaluation method	10.3 Share in the grade (%)
10.4. Course	Knowledge of the presented theoretical concepts Correct application of theory to practice	Final examination Participation in the exam is based on the appointment on a specific exam date. Participation must be communicated to the course and seminar professors in the form and by the deadline set by them.	60%
10.5. Seminar/lab activities	Correctly solving exercises, case studies	Project	30%



	Interest in individual preparation, seriousness in addressing issues	Points for active participation in seminars	10%
	The grading for “Correctly solving exercises, case studies” and for “Interest in individual preparation, seriousness in addressing issues” can be obtained only during the semester seminar hours and they will not change for re-examination.		
<b>10.6. Minimum performance standards</b>			
<ul style="list-style-type: none"><li>• Knowledge of the presented theoretical concepts</li><li>• Correct application of theory to practice through simple exercises/case studies.</li></ul>			

**Date**

**Course coordinator**

**Seminar coordinator**

**Prof. dr. Dacia Crina Petrescu**

**Assist. Prof. PhD Daniel Malutan**

**Date of approval**

**Head of department**

**Oana GICA, PhD**