



SYLLABUS
Business Negotiation
Academic year 2025-2026

1. Information regarding the program

1.1. Higher education institution	Universitatea Babeș Bolyai
1.2. Faculty	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 / Bachelor in Economic Studies
1.7. Form of education	Full time

2. Information regarding the discipline

2.1. Name of the discipline		Negocieri în afaceri/Business Negotiation				Discipline code		ILE0022			
2.2. Course coordinator			Prof. PhD Dacia Crina Petrescu								
2.3. Seminar coordinator			Assist. Prof. PhD Daniel Malutan								
2.4. Year of study		III	2.5. Semester		5	2.6. Type of evaluation		E	2.7. Discipline regime		Compulsory

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

3.1. Hours per week	4	of which: 3.2 course	2	3.3 seminar/laboratory	2
3.4. Total hours in the curriculum	56	of which: 3.5 course	28	3.6 seminar/laboratory	28
Time allotment for individual study (ID) and self-study activities (SA)					hours
Learning using manual, course support, bibliography, course notes (SA)					20
Additional documentation (in libraries, on electronic platforms, field documentation)					17
Preparation for seminars/labs, homework, papers, portfolios and essays					20
Tutorship					2
Evaluations					2
Other activities					8
3.7. Total individual study hours					69
3.8. Total hours per semester					125
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



6.1. Specific competencies acquired

Professional/essential competencies	<ul style="list-style-type: none">C1.3. Applying the appropriate tools for analyzing the relationship of influence exerted by the external environment on the enterprise/organization
Transversal competencies	<ul style="list-style-type: none">CT1 Implementing ethical principles, norms, and values within one's own rigorous, efficient, and responsible strategy of work.

6.2. Learning outcomes

Knowledge	<p>The graduate has knowledge of the components of the micro-environment and the marketing macro-environment.</p> <ul style="list-style-type: none">The graduate acquires fundamental knowledge regarding the definition, typology, and principles of negotiation and understands the factors influencing the development of negotiation processes.
Skills	<p>The graduate demonstrates that he/she has the ability to identify and analyze the elements of the marketing micro and macro environment.</p> <ul style="list-style-type: none">The graduate develops interpersonal communication and negotiation skills and abilities in order to effectively manage interactions with business partners and other stakeholders.
Responsibility and autonomy:	<p>The graduate is able to make decisions according to their position and to take responsibility towards higher hierarchical levels.</p> <ul style="list-style-type: none">The student demonstrates the ability to develop proposals and make appropriate decisions, taking into account economic criteria.

7. Objectives of the discipline (outcome of the acquired competencies)

7.1 General objective of the discipline	<ul style="list-style-type: none">The course aims to offer students the main information regarding the nature of negotiation, types of negotiation, and the most important negotiation strategies and techniques that help them build skills to negotiate intelligently and become better negotiators in business and other fields.To help students negotiate more efficiently for a fair income, security in the workplace, and social protection for families, better prospects for personal development and social integration (SDG 8)
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7.2 Specific objective of the discipline	<ul style="list-style-type: none"> • Presentation of communication as the main negotiation instrument. • Presentation of alternative conflict resolution methods. • Analysis of constructive conflict management methods in negotiation. • Presentation of the concept and importance of negotiation. • Analysis of elements essential to negotiation. • Analysis of negotiation fundamental influence factors. • Presentation of types of negotiation. • Identification of negotiation stages, creation of negotiation plan, and analysis of negotiation. • Presentation and analysis of negotiation strategies. • Presentation and analysis of negotiation tactics. • Presentation of types of negotiators and negotiation styles.
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8. Content

8.1 Course	Teaching methods	Remarks
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	2 courses
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 Types of Negotiators, Negotiation Styles, Types of Negotiation	Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied home assignments	2 courses
Business Negotiation – A General View. Synthesis of presented concepts	Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied home assignments	1 course
Bibliography <ol style="list-style-type: none"> 1. Abbe, A., Gelfand, M. J., & Sycara-Cyranski, K. (2013). Models for Intercultural Collaboration and Negotiation. Dordrecht: Springer. 2. Adair, W., & Olekalns, M. (2013). Handbook of Research on Negotiation. Cheltenham: Edward Elgar. 3. Asherman, I. (2012). Negotiation at Work : Maximize Your Team's Skills with 60 High-impact Activities. New York: AMACOM. 4. Benoliel, M. (2014). Negotiation Excellence : Successful Deal Making. Hackensack, NJ: World Scientific. 5. Cordell, A., 2019, The Negotiation Handbook, Routledge. 6. Cialdini, R., B., 2006, Influence: The Psychology of Persuasion, Harper Business., USA 7. De Cremer, D., & Pillutla, M. M. (2012). Making Negotiations Predictable : What Science Tells Us?. New York: Palgrave Macmillan. 		



8. Fisher, Roger, Ury, William, Patton, Bruce, 2011, Getting to Yes: Negotiating Agreement Without Giving In , Penguin Books, New York.
9. Galluccio, M. e. (2015). Handbook of International Negotiation : Interpersonal, Intercultural, and Diplomatic Perspectives. Cham: Springer.
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.
11. Lewicki, R., 2021, ISE Essentials of Negotiation, McGraw-Hill Interamericana de España S.L.; 7th edition.
12. Lewicki, R. J., Saunders, D. M., & Barry, B. (2006). Negotiation. Boston : Burr Ridge, Ill : Dubuque, Ia : [etc.] : McGraw-Hill.
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, D. C. (2015), Business Negotiation, course notes.
21. Pruitt, D. G., & Warr, P. (2013). Negotiation Behavior. Burlington: Academic Press.
22. Ramirez, A. (2014). Negotiation : 51 Most Asked Questions: What You Need to Know. [Brisbane, Australia]: Emereo Publishing.
23. Rubin, J. Z., & Brown, B. R. (2013). The Social Psychology of Bargaining and Negotiation. Burlington: Academic Press.
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.
26. Never Split the Difference
27. Voss, C., Raz, T., 2018, Negotiating as If Your Life Depended on It, HarperBusiness Publishing House.
28. Weaver, A. (2014). Negotiation 136 Success Secrets - 136 Most Asked Questions On Negotiation - What You Need To Know. [N.p.]: Emereo Publishing.

8.2 Seminar / laboratory	Teaching methods	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	2 seminars
Types of Negotiators, Negotiation Styles, Types of Negotiation	Exemplification, analysis, case studies	2 seminars
Business Negotiation – A General View. Synthesis of presented concepts	Exemplification, analysis, case studies	1 seminar

Bibliography

1. Abbe, A., Gelfand, M. J., & Sycara-Cyranski, K. (2013). Models for Intercultural Collaboration and Negotiation. Dordrecht: Springer.
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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.
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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.
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24. Shell, G. Richard, 2006, *Bargaining for Advantage: Negotiation Strategies for Reasonable People*, Penguin Books, New York.
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9. Corroborating the content of the discipline 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

- The same evaluation criteria are maintained for all exams sessions. The components of the evaluation process carried out during the semester cannot be recovered/redone in the examination sessions.
- To be able to accumulate the points obtained during the semester, it is mandatory to obtain a minimum of 5 (five) in the final exam (written/oral).

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Percentage of final grade
10.4 Course	Knowledge of the presented theoretical concepts Correct application of theory to practice	Final examination (Evaluation during the exam session)	60%
10.5 Seminar/laboratory	Correctly solving exercises, case studies 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. The grades for the seminar activity is awarded only during the seminar hours and remains the same for re-examination. Participation in the exam is based on scheduling on a certain exam date. Participation must be communicated to the course and seminar holders in the form and within the deadline established by them. In order to calculate the final grade by summing up the points obtained during the semester, it is necessary to obtain at least 50% of the score related to the written exam.	Projects/ Assignments (Evaluation during the semester, at the dates established by the seminar coordinator)	40%
10.6 Minimum standard of performance			
<ul style="list-style-type: none">Knowledge of the presented theoretical conceptsCorrect application of theory to practice through simple exercises/case studies.			

11. Labels ODD (Sustainable Development Goals)¹



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¹ Keep only the labels that, according to the [Procedure for applying ODD labels in the academic process](#), suit the discipline and delete the others, including the general one for *Sustainable Development* – if not applicable. If no label describes the discipline, delete them all and write „Not applicable.”.



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BABEȘ-BOLYAI UNIVERSITY
TRADITIO ET EXCELLENTIA

FACULTATEA DE
BUSINESS
IN PARTNERSHIP

Date:
26.03.2025

Signature of course coordinator
Prof. PhD Dacina Crina Petrescu

Signature of seminar coordinator
Assist. Prof. PhD Daniel Malutan

Date of approval:
10.04.2025

Signature of the head of department
Marius BOTA, PhD