



## SYLLABUS

### Business Negotiation in a Sustainable Context

Academic year 2025-2026

#### 1. Information regarding the program

|                                    |   |
|------------------------------------|---|
| 1.1. Higher education institution  | Universitatea Babeș Bolyai  |
| 1.2. Faculty                       | Business  |
| 1.3. Department                    | Hospitality Services  |
| 1.4. Field of study                | Business Administration   |
| 1.5. Study cycle                   | Master  |
| 1.6. Study programme/Qualification | Business Administration in Hospitality and International Tourism / Master |
| 1.7. Form of education             | Full time   |

#### 2. Information regarding the discipline

|                             |  |   |                                  |  |   |                         |  |         |                        |            |
|-----------------------------|--|---|----------------------------------|--|---|-------------------------|--|---------|------------------------|------------|
| 2.1. Name of the discipline |  | Business Negotiation in a Sustainable Context |                                  |  |   | Discipline code         |  | IME0082 |                        |            |
| 2.2. Course coordinator     |  |   | Prof. PhD Dacinia Crina Petrescu |  |   |                         |  |         |                        |            |
| 2.3. Seminar coordinator    |  |   | PhD Daniel Malutan               |  |   |                         |  |         |                        |            |
| 2.4. Year of study          |  | II  | 2.5. Semester                    |  | 3 | 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   | 3  | of which: 3.2 course | 2  | 3.3 seminar/laboratory | 1            |
| 3.4. Total hours in the curriculum  | 42 | of which: 3.5 course | 28 | 3.6 seminar/laborator  | 14           |
| <b>Time allotment for individual study (ID) and self-study activities (SA)</b>        |    |                      |    |                        | <b>hours</b> |
| Learning using manual, course support, bibliography, course notes (SA)                |    |                      |    |                        | 32           |
| Additional documentation (in libraries, on electronic platforms, field documentation) |    |                      |    |                        | 32           |
| Preparation for seminars/labs, homework, papers, portfolios and essays                |    |                      |    |                        | 32           |
| Tutorship   |    |                      |    |                        | 2            |
| Evaluations   |    |                      |    |                        | 2            |
| Other activities:   |    |                      |    |                        | 8            |
| <b>3.7. Total individual study hours</b>  |    |                      |    |                        | <b>108</b>   |
| <b>3.8. Total hours per semester</b>  |    |                      |    |                        | <b>150</b>   |
| <b>3.9. Number of ECTS credits</b>  |    |                      |    |                        | <b>6</b>     |

#### 4. Prerequisites (if necessary)

|                   |   |
|-------------------|---|
| 4.1. curriculum   | - |
| 4.2. competencies | - |

#### 5. Conditions (if necessary)

|                                      |   |
|--------------------------------------|---|
| 5.1. for the course                  | Classroom with videoprojector, computer |
| 5.2. for the seminar /lab activities | Classroom with videoprojector, computer |



### 6.1. Specific competencies acquired

|                                     |  |
|-------------------------------------|--|
| Professional/essential competencies | <ul style="list-style-type: none"> <li>C 2 Advanced knowledge of concepts, techniques, and methods used in the scientific and applied research specific to the hospitality and tourism sector</li> </ul> |
| Transversal competencies            | <ul style="list-style-type: none"> <li>CT1 Use of professional ethics standards and values specific to the field of hospitality and tourism</li> </ul>   |

### 6.2. Learning outcomes

|                              |   |
|------------------------------|---|
| Knowledge                    | <p>The graduate has in-depth knowledge regarding: planning and organization of human, material and financial resources; employee motivation; control of the activities carried out; customer relationship management of hospitality companies</p> <ul style="list-style-type: none"> <li>The graduate acquires fundamental knowledge regarding the definition, typology, and principles of negotiation in a sustainability context and understands the factors influencing the development of negotiation processes.</li> </ul>   |
| Skills                       | <p>The graduate has an increased ability to use complex techniques and tools for analyzing the organizational environment, in order to adapt the company to the identified requirements and challenges; the graduate is able to analyze complex contexts and can identify, recommend and implement advanced strategies, techniques and methods for solving problems related to business administration.</p> <ul style="list-style-type: none"> <li>The graduate develops interpersonal communication and negotiation skills and abilities in order to effectively manage interactions with business partners and other stakeholders.</li> </ul> |
| Responsibility and autonomy: | <ul style="list-style-type: none"> <li>The graduate is able to perform complex professional tasks, in conditions of autonomy and professional independence.</li> </ul>  |

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

|   |  |  |
|---|--|--|
| 7.1 General objective of the discipline | <ul style="list-style-type: none"> <li>The course aims to provide students with the theoretical foundation to understand the nature and structure of negotiation and to improve their practical skills with the aim of becoming better negotiators, also taking into account the principles of sustainable development.</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul> |
|---|--|--|



|  |  |   |
|--|--|---|
| <p><b>7.2 Specific objective of the discipline</b></p> | <ul style="list-style-type: none"> <li>• Present the sustainable development concept.</li> <li>• Present the need, role, and constraints of sustainable development in business.</li> <li>• Present the essential communication skills necessary for negotiation.</li> <li>• Analyze constructive methods of conflict management in negotiation.</li> <li>• Present types of negotiators and negotiation styles.</li> <li>• Present and analyze the negotiation strategies.</li> <li>• Present and analyze negotiation tactics.</li> <li>• Present the negotiation stages, negotiation plan, and negotiation analysis framework.</li> <li>• Present essential elements for negotiation.</li> <li>• Present alternative conflict resolution methods.</li> </ul> | <ul style="list-style-type: none"> <li>•</li> </ul> |
|--|--|---|

## 8. Content

| 8.1 Course   | Teaching methods  | Remarks   |
|--|---|-----------|
| Basic concepts related to the environment and sustainable development  | Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied course assignments | 1 course  |
| Major current problems related to the environment - climate, biodiversity, waste, resources  | Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied course assignments | 2 courses |
| The use and necessity of negotiation in business and the connection to sustainable development   | Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied course assignments | 1 course  |
| Essential communication skills necessary for negotiation   | Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied course assignments | 2 courses |
| Constructive Conflict Management in Negotiation; Types of Negotiators and Negotiation Styles   | Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied course assignments | 2 courses |
| Negotiation Stages. Negotiation Plan. Negotiation Analysis   | Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied course assignments | 1 course  |
| Negotiation Strategies   | Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied course assignments | 1 course  |
| Negotiation Tactics  | Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied course assignments | 2 courses |
| Elements Essential to Negotiation. Alternative Dispute Resolution  | Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied course assignments | 1 course  |
| Synthesis of presented notions   | Interactive presentation, PPT presentation, student participatory presentation through the analysis of applied course assignments | 1 course  |
| <p><b>Bibliography</b></p> <ol style="list-style-type: none"> <li>1. Blewit, John, 2014, <i>Understanding Sustainable Development</i>, 2ed ed., Routledge.</li> <li>2. Cialdini, Robert, 2006, <i>Influence: The Psychology of Persuasion</i>, Harper Business., USA</li> <li>3. Cordell, Andrea, 2019, <i>The Negotiation Handbook</i>, 2nd edition, Routledge, London; New York.</li> <li>4. Dawson, Roger, 2010, <i>Secrets of Power Negotiating. 15th Anniversary Edition: Inside Secrets from a Master Negotiator</i>, The Career Press, Inc., USA.</li> <li>5. Fisher, Roger, Ury, William, Patton, Bruce, 2011, <i>Getting to Yes: Negotiating Agreement Without Giving In</i>, Penguin Books, New York.</li> <li>6. Lewicki, Roy, 2021, <i>Essentials of Negotiation</i>, 7th edition, McGraw-Hill, New York.</li> <li>7. Lewicki, Roy, Barry, Bruce, Saunders, David, 2010, <i>Essentials of Negotiation</i>, McGraw Hill, New York.</li> </ol> |   |           |



8. Petrescu, Dacinia Crina (2015), *Business Negotiation*, course notes.
9. Shell, G. Richard, 2006, *Bargaining for Advantage: Negotiation Strategies for Reasonable People*, Penguin Books, New York.
10. Stone, Douglas, Patton, Bruce, Heen, Sheila, 2010, *Difficult Conversations: How to Discuss What Matters Most*, Penguin Books, New York.
11. Thompson, Leigh, 2011, *The Mind and Heart of the Negotiator* (5th Edition), Prentice Hall.

| 8.2 Seminar / laboratory  | Teaching methods                        | Remarks |
|---|---|---------|
| Basic concepts related to the environment and sustainable development   | Exemplification, analysis, case studies | 1 hour  |
| Major current problems related to the environment - climate, biodiversity, waste, resources   | Exemplification, analysis, case studies | 2 hours |
| The use and necessity of negotiation in business and the connection to sustainable development  | Exemplification, analysis, case studies | 1 hour  |
| Essential communication skills necessary for negotiation  | Exemplification, analysis, case studies | 2 hours |
| Constructive Conflict Management in Negotiation; Types of Negotiators and Negotiation Styles  | Exemplification, analysis, case studies | 2 hours |
| Negotiation Stages. Negotiation Plan. Negotiation Analysis  | Exemplification, analysis, case studies | 1 hour  |
| Negotiation Strategies  | Exemplification, analysis, case studies | 1 hour  |
| Negotiation Tactics   | Exemplification, analysis, case studies | 2 hours |
| Elements Essential to Negotiation. Alternative Dispute Resolution   | Exemplification, analysis, case studies | 1 hour  |
| Synthesis of presented notions  | Exemplification, analysis, case studies | 1 hour  |
| Bibliography  |   |         |
| <ol style="list-style-type: none"> <li>1. Blewitt, John, 2014, <i>Understanding Sustainable Development</i>, 2ed ed., Routledge.</li> <li>2. Cialdini, Robert, 2006, <i>Influence: The Psychology of Persuasion</i>, Harper Business., USA</li> <li>3. Cordell, Andrea, 2019, <i>The Negotiation Handbook</i>, 2nd edition, Routledge, London; New York.</li> <li>4. Dawson, Roger, 2010, <i>Secrets of Power Negotiating. 15th Anniversary Edition: Inside Secrets from a Master Negotiator</i>, The Career Press, Inc., USA.</li> <li>5. Fisher, Roger, Ury, William, Patton, Bruce, 2011, <i>Getting to Yes: Negotiating Agreement Without Giving In</i>, Penguin Books, New York.</li> <li>6. Lewicki, Roy, 2021, <i>Essentials of Negotiation</i>, 7th edition, McGraw-Hill, New York.</li> <li>7. Lewicki, Roy, Barry, Bruce, Saunders, David, 2010, <i>Essentials of Negotiation</i>, McGraw Hill, New York.</li> <li>8. Petrescu, Dacinia Crina (2015), <i>Business Negotiation</i>, course notes.</li> <li>9. Shell, G. Richard, 2006, <i>Bargaining for Advantage: Negotiation Strategies for Reasonable People</i>, Penguin Books, New York.</li> <li>10. Stone, Douglas, Patton, Bruce, Heen, Sheila, 2010, <i>Difficult Conversations: How to Discuss What Matters Most</i>, Penguin Books, New York.</li> <li>11. Thompson, Leigh, 2011, <i>The Mind and Heart of the Negotiator</i> (5th Edition), Prentice Hall.</li> </ol> |   |         |



**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             | Project (Exam session)  | 60%                            |
|  | Correct application of theory to practice                   |   |                                |
| 10.5 Seminar/laboratory  | Correct resolutions of exercises, case studies, assignments | Assignments during the semester (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"> <li>Knowledge of the basics of negotiations and sustainable development.</li> </ul> |   |   |                                |

**11. Labels ODD (Sustainable Development Goals)**

|  |   |   |   |  |  |  |   |  |
|--|---|---|---|--|--|--|---|--|
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|  |  |  |   |  |  |  |   |  |

Date:  
29.03.2025

Signature of course coordinator  
Prof. dr. habil. Dacina-Crina Petrescu

Signature of seminar coordinator  
Dr. Daniel Malutan

Date of approval:  
10.04.2025

Signature of the head of department  
Assoc. prof. Marius Bota, PhD