



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 Dacina 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
Time allotment for individual study (ID) and self-study activities (SA)					hours
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
3.7. Total individual study hours					108
3.8. Total hours per semester					150
3.9. Number of ECTS credits					6

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

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"> 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.
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"> 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:	<ul style="list-style-type: none"> The graduate is able to perform complex professional tasks, in conditions of autonomy and professional independence.

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 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.
--	--



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

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
Bibliography <ol style="list-style-type: none"> 1. Blewit, John, 2014, <i>Understanding Sustainable Development</i>, 2ed ed., Routlege. 2. Cialdini, Robert, 2006, <i>Influence: The Psychology of Persuasion</i>, Harper Business., USA 3. Cordell, Andrea, 2019, <i>The Negotiation Handbook</i>, 2nd edition, Routledge, London; New York. 4. Dawson, Roger, 2010, <i>Secrets of Power Negotiating. 15th Anniversary Edition: Inside Secrets from a Master Negotiator</i>, The Career Press, Inc., USA. 5. Fisher, Roger, Ury, William, Patton, Bruce, 2011, <i>Getting to Yes: Negotiating Agreement Without Giving In</i>, Penguin Books, New York. 6. Lewicki, Roy, 2021, <i>Essentials of Negotiation</i>, 7th edition, McGraw-Hill, New York. 7. Lewicki, Roy, Barry, Bruce, Saunders, David, 2010, <i>Essentials of Negotiation</i>, McGraw Hill, New York. 		



8. Petrescu, Dacina 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

1. Blewit, John, 2014, *Understanding Sustainable Development*, 2ed ed., Routledge.
2. Cialdini, Robert, 2006, *Influence: The Psychology of Persuasion*, Harper Business., USA
3. Cordell, Andrea, 2019, *The Negotiation Handbook*, 2nd edition, Routledge, London; New York.
4. Dawson, Roger, 2010, *Secrets of Power Negotiating. 15th Anniversary Edition: Inside Secrets from a Master Negotiator*, The Career Press, Inc., USA.
5. Fisher, Roger, Ury, William, Patton, Bruce, 2011, *Getting to Yes: Negotiating Agreement Without Giving In*, Penguin Books, New York.
6. Lewicki, Roy, 2021, *Essentials of Negotiation*, 7th edition, McGraw-Hill, New York.
7. Lewicki, Roy, Barry, Bruce, Saunders, David, 2010, *Essentials of Negotiation*, McGraw Hill, New York.
8. Petrescu, Dacina 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.



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"> Knowledge of the basics of negotiations and sustainable development. 			

11. Labels ODD (Sustainable Development Goals)

Date:
29.03.2025

Signature of course coordinator
Prof. dr. habil. Dacia-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