



**COURSE DESCRIPTION**  
**Business Negotiation in a Sustainable Context**  
Academic year 2026-2027

**1. Programme-related data**

|                                       |                                                                           |
|---------------------------------------|---------------------------------------------------------------------------|
| 1.1. Higher Education Institution     | Babeș-Bolyai University                                                   |
| 1.2. Faculty                          | Business                                                                  |
| 1.3. Department                       | Hospitality Services                                                      |
| 1.4. Field                            | Business Administration                                                   |
| 1.5. Level of study                   | Master                                                                    |
| 1.6. Degree 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 |               |   | Codul disciplinei       | IME0078                |
| 2.2. Course coordinator     | Prof. PhD Dacina Crina Petrescu               |               |   |                         |                        |
| 2.3. Seminar coordinator    | Prof. PhD Dacina Crina Petrescu               |               |   |                         |                        |
| 2.4. Year of study          | II                                            | 2.5. Semester | 3 | 2.6. Type of assessment | Exam                   |
| 2.7. Course status          | Compulsory                                    |               |   | 2.8. Course type        | Specialisation subject |

**3. Total estimated time (hours per semester of teaching activities)**

|                                                                                           |    |                       |    |                                   |              |
|-------------------------------------------------------------------------------------------|----|-----------------------|----|-----------------------------------|--------------|
| 3.1. Number of hours per week                                                             | 3  | of which: 3.2. course | 2  | 3.3. seminar/ laboratory/ project | 1            |
| 3.4. Total of hours in the curriculum                                                     | 42 | of which: 3.5. course | 28 | 3.6. seminar/ laboratory          | 14           |
| <b>Time allocation for individual study (IS) and self-taught activities (ST)</b>          |    |                       |    |                                   | <b>hours</b> |
| Learning from textbooks, course materials, bibliography, and notes (IS)                   |    |                       |    |                                   | 32           |
| Additional research in the library, on subject-specific electronic platforms, and on-site |    |                       |    |                                   | 32           |
| Preparing seminars/ laboratories/ projects, assignments, reports, portfolios, and essays  |    |                       |    |                                   | 32           |
| Tutoring (professional guidance)                                                          |    |                       |    |                                   | 2            |
| Examinations                                                                              |    |                       |    |                                   | 2            |
| Other activities                                                                          |    |                       |    |                                   | 8            |
| 3.7. Total hours of individual study (IS) and self-taught activities (ST)                 |    |                       |    | 108                               |              |
| 3.8. Total hours per semester                                                             |    |                       |    | 150                               |              |
| 3.9. Number of credits                                                                    |    |                       |    | 6                                 |              |

**4. Prerequisites (where applicable)**

|                         |   |
|-------------------------|---|
| 4.1. curriculum-related | - |
| 4.2. skills-related     | - |

**5. Specific conditions (where applicable)**

|                                 |                                         |
|---------------------------------|-----------------------------------------|
| 5.1. course-related             | Classroom with videoprojector, computer |
| 5.2. seminar/laboratory-related | Classroom with videoprojector, computer |

### 6.1. Competencies resulting from the completion of the degree programme

| Professional competencies |                                                                                                                                                     |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Competency code           | Competency                                                                                                                                          |
| CP2                       | Advanced knowledge of concepts, techniques, and methods used in the scientific and applied research specific to the hospitality and tourism sector. |
| Transversal competencies  |                                                                                                                                                     |
| Competency code           | Competency                                                                                                                                          |
| CT1                       | Use of professional ethics standards and values specific to the field of hospitality and tourism.                                                   |

### 6.2. Learning outcomes relevant to the degree programme

| Learning outcomes targeted by the subject |                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                     |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Competency code                           | Knowledge and comprehension                                                                                                                                                                          | Specific academic skills                                                                                                                                                                                                                                                            |
| CP2, CT1                                  | RDS3. 3. The graduate has in-depth knowledge of micro- and macro-marketing components, as well as regarding their implications for international businesses in the hospitality industry and tourism. | RDS3. 3. The graduate has an advanced ability to identify and analyse various opportunities to adapt businesses operating in the hospitality industry and international tourism to the elements of the micro- and macro-marketing environment, using specific techniques and tools. |

### 7. Subject-specific learning outcomes

| Knowledge and understanding                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. The student explains the fundamentals of negotiation (definition, typology, principles) in the context of sustainable development.                   |
| 2. The student describes the essential communication skills and the methods of constructive conflict management in negotiation.                         |
| 3. The student identifies negotiation stages, strategies, tactics, types of negotiators and negotiation styles, and their connection to sustainability. |
| Specific academic skills                                                                                                                                |
| 1. The student applies appropriate negotiation strategies and tactics to manage business interactions in a sustainable-development context.             |
| 2. The student develops and analyses a negotiation plan, grounding decisions on economic and sustainability criteria.                                   |
| 3. The student uses communication and constructive conflict-resolution techniques to reach advantageous and sustainable agreements.                     |

## 8. Contents

| 8.1. Course                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Teaching and learning 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  |
| <b>Bibliography</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                   |           |
| <p>Blewit, John, 2014, Understanding Sustainable Development, 2ed., Routledge.</p> <p>Cialdini, Robert, 2006, Influence: The Psychology of Persuasion, Harper Business., USA</p> <p>Cordell, Andrea, 2019, The Negotiation Handbook, 2nd edition, Routledge, London; New York.</p> <p>Dawson, Roger, 2010, Secrets of Power Negotiating. 15th Anniversary Edition: Inside Secrets from a Master Negotiator, The Career Press, Inc., USA.</p> <p>Fisher, Roger, Ury, William, Patton, Bruce, 2011, Getting to Yes: Negotiating Agreement Without Giving In, Penguin Books, New York.</p> <p>Lewicki, Roy, 2021, Essentials of Negotiation, 7th edition, McGraw-Hill, New York.</p> <p>Lewicki, Roy, Barry, Bruce, Saunders, David, 2010, Essentials of Negotiation, McGraw Hill, New York.</p> <p>Petrescu, Dacia Crina (2015), Business Negotiation, course notes.</p> <p>Shell, G. Richard, 2006, Bargaining for Advantage: Negotiation Strategies for Reasonable People, Penguin Books, New York.</p> <p>Stone, Douglas, Patton, Bruce, Heen, Sheila, 2010, Difficult Conversations: How to Discuss What Matters Most, Penguin Books, New York.</p> <p>Thompson, Leigh, 2011, The Mind and Heart of the Negotiator (5th Edition), Prentice Hall.</p> |                                                                                                                                   |           |

| 8.2. Seminar/ laboratory                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Teaching and learning 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  |
| <b>Bibliography</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                         |         |
| <p>Blewit, John, 2014, Understanding Sustainable Development, 2ed ed., Routledge.</p> <p>Cialdini, Robert, 2006, Influence: The Psychology of Persuasion, Harper Business., USA</p> <p>Cordell, Andrea, 2019, The Negotiation Handbook, 2nd edition, Routledge, London; New York.</p> <p>Dawson, Roger, 2010, Secrets of Power Negotiating. 15th Anniversary Edition: Inside Secrets from a Master Negotiator, The Career Press, Inc., USA.</p> <p>Fisher, Roger, Ury, William, Patton, Bruce, 2011, Getting to Yes: Negotiating Agreement Without Giving In, Penguin Books, New York.</p> <p>Lewicki, Roy, 2021, Essentials of Negotiation, 7th edition, McGraw-Hill, New York.</p> <p>Lewicki, Roy, Barry, Bruce, Saunders, David, 2010, Essentials of Negotiation, McGraw Hill, New York.</p> <p>Petrescu, Dacia Crina (2015), Business Negotiation, course notes.</p> <p>Shell, G. Richard, 2006, Bargaining for Advantage: Negotiation Strategies for Reasonable People, Penguin Books, New York.</p> <p>Stone, Douglas, Patton, Bruce, Heen, Sheila, 2010, Difficult Conversations: How to Discuss What Matters Most, Penguin Books, New York.</p> <p>Thompson, Leigh, 2011, The Mind and Heart of the Negotiator (5th Edition), Prentice Hall.</p> |                                         |         |

## 9. Evaluation

|                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>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.</li> <li>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).</li> </ul> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| Type of activity         | 9.1 Evaluation criteria                                     | 9.2 Evaluation methods                                           | 9.3 Percentage in the final grade |
|--------------------------|-------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------|
| 9.4. Course              | Knowledge of the presented theoretical concepts.            | Project (exam session).                                          | 60%                               |
|                          | Correct application of theory to practice.                  |                                                                  |                                   |
| 9.5. Seminar/ laboratory | Correct resolution of exercises, case studies, assignments. | Assignments during the semester (evaluation during the semester, | 40%                               |

|                                                                     |  |                                                       |  |
|---------------------------------------------------------------------|--|-------------------------------------------------------|--|
|                                                                     |  | at the dates established by the seminar coordinator). |  |
|                                                                     |  |                                                       |  |
| 9.6 Minimum standard for passing                                    |  |                                                       |  |
| Knowledge of the basics of negotiation and sustainable development. |  |                                                       |  |

## 10. SDG labels (Sustainable Development Goals)<sup>1</sup>

|                                                                                    |                                                                                    |                                                                                    |                                                                                    |                                                                                    |                                                                                    |                                                                                      |                                                                                      |                                                                                      |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
|   |   | Sustainable Development Generic Label                                              |                                                                                    |                                                                                    |                                                                                    |                                                                                      |                                                                                      |                                                                                      |
|   |   |   |   |   |  |   |   |   |
|   |   |   |   |   |   |   |   |   |
|   |   |   |   |   |  |   |   | Nu se aplică nici o etichetă                                                         |
|  |  |  |  |  |  |  |  |  |

|                                            |                                            |                                         |
|--------------------------------------------|--------------------------------------------|-----------------------------------------|
| <b>Date of entry:</b>                      | <b>Signature of course coordinator</b>     | <b>Signature of seminar coordinator</b> |
| 22.05.26                                   | Prof. dr. habil. Dacina-Crina Petrescu     | Prof. dr. habil. Dacina-Crina Petrescu  |
| <b>Date of approval in the department:</b> | <b>Signature of the head of department</b> |                                         |
| 27.05.26                                   | Assoc. Prof. Marius BOTA, PhD              |                                         |

<sup>1</sup> Select a single label which, according to the [Implementation of SDG labels in the academic process](#), best matches the subject. If the subject addresses sustainable development in a generic manner (i.e. by presenting/introducing the general framework of sustainable development, etc.), then the Sustainable Development generic label may be applied. If none of the labels describe the subject, select the last option: "No label applies."