

Course Description

Business Protocol & Negotiation Skills (293NPOLK302B)

BA in International Business programme
2023/2024 – Spring Semester

1. Basic data

| | |
|---|---|
| Course code | 293NPOLK302B |
| Course title (in English) | Business Protocol & Negotiations Skills |
| Course title (in Hungarian) | Üzleti Protokoll & Tárgyalástechnika |
| Number of contact hours (lecture + seminar) | 0+4 |
| Number of credits: | 6 |
| Estimated student workload (in academic hours) | 90 |
| Fall/spring semester | spring |
| Prerequisites | none |
| Department | Institute of Marketing and Communication Sciences |
| Course leader | Komár, Zita PhD (assistant professor) |
| Lecturer: | Komár, Zita PhD (assistant professor) |
| Department: | Department of Marketing and Designcommunication |
| Office hours: | TBD (if previously agreed in e-mail!) |
| Availability: | Email address: zita.komar@uni-corvinus.hu |
| Seminar groups: | TBD |

2. Aims of the course

The course intends to offer guidance in codes of behaviour and 'rules' of protocol and effective communication both in every day communication situations, and in a (multicultural) business context. It is our aim to equip students with knowledge, skills and protocol/communication awareness to help them to become successful in their future career.

3. Connection with other courses

Builds on Cross-Cultural Management. Supports Concluding International Trade Deals.

4. Intended learning outcomes

By the end of the course, participants will have acquired increased self-confidence in verbal and non-verbal communication in official, formal and informal contacts, and accommodate to particular diplomatic/business situations in an adequate manner; they will have acquired broad-based understanding, knowledge and skills in the areas discussed. Students will be able to identify the social and cultural contexts and protocol situations, and adapt their newly acquired knowledge to real life situations at work, in business or diplomacy, and will be able

to handle a variety of situations in a multicultural context with much greater confidence. This course may be particularly interesting to students, who, upon graduation, are planning to take up jobs in international business, finance, diplomacy, administration, politics, culture, arts and sciences, etc. and, to those, who simply want to acquire an increased awareness of protocol issues, or familiarize themselves with the basic “rules” of business communication and negotiations.

Students will:

| Knowledge | Skills | Attitude | Autonomy & responsibility |
|--|---|--|--|
| Be familiar with some of the most frequent protocol issues | Apply protocol/communication rules in a different cultural environment. | Be open to cultural differences. | Behave responsibly, in accordance with the rules of etiquette and protocol, in the course of their work. |
| Recall customs and habits in different countries and cultures | Adapt their protocol knowledge to real life situations at work in business | Act according to protocol/communication rules. | Accept corporate culture and strives to integrate into it. |
| Identify the social, cultural, political contexts and protocol situations within which an event takes place | Assess and understand codes of communication and behaviours of other cultures. | Respect business partners. | Have self-confidence in verbal and non-verbal communication in official, formal and informal contacts. |
| Be familiar with the protocol of public appearances, and major codes of conduct in the international business life | Handle a variety of situations in a multicultural context with much greater confidence. | Be able to use different codes of conduct in different business situations/negotiations. | |
| Be familiar with negotiation strategies and the tools of negotiating. | Apply appropriate techniques in negotiations. | | |

5. Course content

The course consists of two major parts. **In Part 1 (Business Protocol)**, the selected topics will address some of the most frequent protocol issues, like business communication, dress codes, seating arrangements, business meetings, table manners, greetings, forms of address, and, occasionally, touch upon a few questions of diplomatic/business protocol. The module covers the protocol of public appearances, and major codes of conduct in the international political and business life and the world of the media. Students will also be advised on customs and habits in different countries/cultures in order to facilitate efficient

communication, successful talks and negotiations, and co-operation in business and diplomacy.

In Part 2 (Negotiation Skills) students will be prepared to plan their negotiations and communicative actions, to build and successfully conclude negotiations in business and other contexts. Further selected topics will introduce types and strategies of (business) communication like effective communication in international teams, characteristics of cross-cultural communication, types and processes of business presentations, steps and skills of negotiation, persuasive communication and argumentation, and not-so-basic communication skills. Primary focus will be on practical aspects in both parts of the course.

6. Planned learning activities of students for supporting the achievement of intended learning outcomes

During seminars, emphasis will be laid on tutorial input and presentations of the tutor counting on students' active listening skills and encouraging active student participation in in-class exercises. If time permits, students will also participate in role plays in simulated negotiation/ business communication situations in line with the content of the course (*see sections 5. & 8.*) and will be involved in group discussions on current protocol, negotiation and business communication issues. The weekly classes count on the active participation of students; regular in-class student input is required. In addition to the lectures and presentations of the instructor, students will be asked to do home assignments on selected topics. They will occasionally participate in and discuss role plays in simulated protocol/communication situations. Therefore, it is strongly recommended that students do preliminary preparation for classes, read and study at home, so that they can follow the course content, and be actively involved in discussions. The material of the lectures and presentations will be an essential and integral part of the mid-term test and end-term essay. It is recommended that students make special effort towards note taking during classes as note taking is an active learning tool which is complementary to passive learning tools such as listening or reading. By the end of the semester students become familiar with the protocol and communication aspects of business and non-business situations, negotiations.

7. Evaluation system of the course

| | |
|--|-------------|
| Seminar contribution (active participation in in-class exercises, role plays, interpreting case studies, performing homework and other related activities) | 25% |
| Infographics + 3 min. presentation (reflective summary on the intercultural dimensions of protocol/negotiation, inc. examples and collection of ideas based on literature review) | 25% |
| Mid-term test (written, in-class, multiple choice question test based on course material and compulsory readings) | 25% |
| End-term essay (individual essay based on the interpretation of a case study inc. practical application of the course material and creative ideas; length: 3-5 pages) | 25% |
| For more detailed information please check <i>pg. 5. (Assessment and Grading)</i> | 100% |

8. Detailed course content and schedule

| Date of class | Topics to be discussed |
|---------------|--|
| Week 1 | Introduction and Orientation. Discussion of Requirements and Course Schedule. Forming teams/pairs. Introductory exercises. |
| Week 2 | What is protocol? What is Etiquette? Protocol and other rules. Why study protocol? Relevance of protocol rules in 21 st century multicultural world. Cultural dimensions. Gifts: taboos in different cultures. Greetings: verbal & non-verbal communication practices in different cultures. Body language & „Cultural Zones”. |
| Week 3 | Diplomatic and business protocol in oral and written communication. Successful business talks at home and abroad. What is a business meeting about? The protocol of negotiations. Preparations for a business meeting: venues & seating arrangements; hosts & guests. Business cards. |
| Week 4 | Hospitality, Seating principles, Table manners. Types of Receptions: Stand-up receptions/Business luncheon/Business breakfast/Lunch interview. Facilitation and Management Skills. General rules of dressing: Dress Code. Do’s and don’ts, the danger of being overdressed/underdressed. Dress to the occasion (white tie, black tie, business attire, informal, semi-formal, casual). How to dress at work? Dress codes in different cultures. National/ethnic costumes, uniforms, decorations. |
| Week 5 | Basics of Business Negotiations and Conflict Management. Goals and Strategies of Business Negotiations. Distributive and Interactive negotiation types. General Guidelines. Negotiation Styles and Strategies (competing, cooperating, avoiding, compromising, accomodating) and Conflict Management Modes (Killman-model). Negotiation scenarios (win-win, win-lose, lose-win, lose-lose). |
| Week 6 | The Negotiation Opportunity (ZOPA, BATNA, Goal, MDO, LAA) and the „Envelope of Reasonability”. The Difference of Positions and Interests in Negotiations. Designing a Negotiation Plan. |
| Week 7 | Steps and Stages of Business Negotiations (preparation, initial phase, exploratory phase, bargaining, finalization, implementation and compliance, post-negotiation stage). Length of the Stages. Designing a negotiation plan. Instruments of negotiations. Catalysts and barriers of successful collaboration. |
| <i>Week 8</i> | <i>spring break</i> |
| Week 9 | MIDTERM-TEST (45-60 min., written test in class) |
| Week 10 | Hard and Soft Skills: Importance of Soft Skills in Business Negotiations (e.g. time management, problem-solving, teamwork, conflict resolution, leadership skills etc.). Communication Styles and Assertive Communication. Assessing your negotiation partner: Reaching agreement, types of agreements. Argumentation and Rhetoric of Persuasion. |
| Week 11 | Characteristics of Business Negotiators. Four Styles of Effective Communication (DISC model). Negotiation Tactics: Deceptive and Collaborative Tactics. Characteristics of Business Negotiations (Including Verbal and Non-Verbal Communication). Types of Questions. Handling Critical Voices and Excuses. Feedback and Measurement. |
| Week 12 | Teamwork: Roles and Responsibilities. Basics of Intercultural |

| | |
|---------|--|
| | Communication. Cross-cultural Awareness and Sensitivity. International Contexts of Negotiations and Meetings (e.g. timing, preparation, afterwork etc.). Tactics for promoting a constructive negotiation climate. |
| Week 13 | NEGOTIATION ROLE-PLAY (2 round-in-class exercise) followed by evaluation/feedback session |
| Week 14 | Closing of semester: Grades and Final Remarks. |

Assessment and Grading

The final grade will be based on class activity (active participation in exercises and discussions ≠ class attendance), home assignments, and - most importantly – on the results of the mid-term test and end-term essay. The mid-term test and end-term essay will count 25%-25% in the final grading, such as seminar contribution and active participation (25%) in in-class exercises and homework assignments (infographics and 3 min presentation of selected topics – 25%) during the semester.

Assignments: Active student participation in in-class discussions. Participation in role plays and simulated protocol/negotiation situations is a must. Regular preparation for classes by reading, thoroughly studying and preparing home assignments. Composition of essays and infographics. **Late works won't be accepted** (regardless of excuses).

Class attendance: Class attendance is mandatory. **Participation in classes** is an important part of the process and understanding of the subject, and tutors have the right to make a so-called 'positive attendance sheet'. Based on the 'positive attendance sheet' the tutor can give 5% extra points beyond all the points obtainable for the final grade. **Attendance of the seminars is compulsory.** The acceptable level of absence is ¼ of all lessons (max. 3x90 min. absence will be tolerated according to TVSZ and general university regulations). In exceptional cases (hospital treatment, permanent illness) provided that the total absence is less than 50%, the tutor can (if he/she so decides) give an opportunity for supplement. *Study and Examination Regulations – 21§ (3) and (5)* Simple doctor's certificates will not be accepted. If the student has exceeded the maximally allowed number of absences, only verifiable, official hospital- or treatment center documentation proving hospital treatment/ permanent illness shall be accepted.

Students whose absence from the seminars exceeds the maximally allowed 3 occasions (partial seminar attendance is counted as absence), will be given a "not signed" (aláírás megtagadva) grade. Students receiving the "not signed" grade shall have to retake the course in a subsequent semester. **Each student is expected to attend the assigned seminar group according to Neptun** (no "trespassing" between seminar groups will be allowed). Students who in any way disrupt a class (lecture or seminar) will be warned once. If the student's disruptive behavior continues after the first warning, the tutor has the right to send the student out of the room and note that the student has been absent from the given class.

Cheating, plagiarism: Any attempt at cheating or plagiarism in assignments or at examinations shall result in an automatic “F” (fail) grade and the student shall have to retake the course in a subsequent semester.

Grading scale: pg. 6 below

International grading scale

| Percentage achieved | International grade |
|---------------------|---------------------|
| 97-100 | A+ |
| 94-96 | A |
| 90-93 | A- |
| 87-89 | B+ |
| 84-86 | B |
| 80-83 | B- |
| 77-79 | C+ |
| 74-76 | C |
| 70-73 | C- |
| 67-69 | D+ |
| 64-66 | D |
| 60-63 | D- |
| 0-59 | F |

Hungarian and ECTS grading scale

| Percentage achieved | Hungarian grade | ECTS equivalent | Explanation for the Hungarian grade |
|---------------------|-----------------------|-----------------|-------------------------------------|
| 87-100 | 5 | A | Excellent |
| 77-86 | 4 | B | Good |
| 67-76 | 3 | C | Satisfactory |
| 60-66 | 2 | D | Pass |
| 0-59 | 1 | F | Fail |
| | Nem jelent meg | DNA | Did not attend (no credit) |
| | Nem vizsgázott | I | Incomplete (no credit) |
| | Aláírva | S | Signed (no credit) |
| | Megtagadva | R | Refused (no credit) |

9. Compulsory readings

As the course covers a wide range of different topics, lecturer(s) will assign specific articles, papers, chapters from the recommended reading list, and/or distribute hand-outs for home study, which, together with **the material of the lectures will be an organic part of the test.** Therefore, regular attendance, note taking, and study of the assigned literature is a must.

Recommended readings – Protocol:

- Axtel, R. E. (1993). *Do's and Taboos Around the World, The Bestselling Guide to International Behaviour (3rd edition)*. US: John Wiley & Sons, Inc.
- Bowman, J. (2007). *Don't Take the Last Donut: New Rules of Business Etiquette*. Career P.
- Chaney, L. H. & Martin, J. S. (2007). *The Essential Guide to Business Etiquette*. Praeger
- Cook, R. A. & Cook, G. O. (2010). *Guide to Business Etiquette (Guide to Series in Business Communication)*. US: Pearson
- de Froideville, G. M. & Verheul, M. (2016). *An Expert's Guide to International Protocol: Best Practices in Diplomatic and Corporate Relations*. Amsterdam University Press
- Harrison, L. E. & Huntington S. P. (eds.) (2000). *Culture Matters: How Values Shape Human Progress*, US: Basic Books
- Holberg, A. & Garza, S. & Kelly, K. D. & Moses, K. A. (1994). *Forms of address: a guide for business and social use*. TX: Houston, Rice University Press

- Hunter, A. (1994). *ETIQUETTE, A guide to modern manners*. US: Collins Pocket Reference
- Martin, J. S. & Chaney, L. H. (2006). *Global Business Etiquette: A Guide to International Communication and Customs*
- McCaffree, M. J. & Innis, P. & Sand, K. D. (2002). *Protocol: The Complete Handbook of Diplomatic, Official and Social Usage*
- Morgan, J. (1996) *Debrett's New Guide to Etiquette & Modern Manners: The Indispensable Handbook*, Headline Book Publishing
- Morrison, T. & Conaway, W. A. (2006): *Kiss, Bow, or Shake Hands*
- Pease, A. & Pease, B. (2004) *The Definitive Book of Body Language*. CA: Orion Press
- Wood, J. R. & Serres, J. (1970). *Diplomatic Ceremonial and Protocol: Principles, Procedures & Practices*. UK: Macmillan

Recommended readings – Business Negotiation:

- Akerlof, G. A. & Shiller, R. J. (2015). *Phishing For Phools: The Economics of Manipulation and Deception*. NJ: Princeton University Press
- Baber, W. W. & Fletcher-Chen, C. C-Y. (2020). *Practical Business Negotiation*. Routledge
- Beebe, S. A. & Beebe, S. J. (2018). *A Concise Public Speaking Handbook*. NJ: Pearson
- Cialdini, R. B. (2021). *Influence, New and Expanded: The Psychology of Persuasion*. NY New York: Harper Collins
- Cicero, M. T. (2016). *How To Win An Argument: An Ancient Guide To The Art Of Persuasion (Ancient Wisdom For Modern Readers)*. Princeton: Princeton University Press
- Craver, C. B. (2020). *The Art of Negotiation in the Business World (2nd Edition)*. US: Carolina Academic Press
- Duarte, N. (2010) *Resonate: Present Visual Stories that Transform Audiences*. Wiley&Sons
- Ebner, N. & Khan, M. A. (2019). *The Palgrave Handbook of Cross-Cultural Business Negotiation*. Springer International Publishing, Palgrave Macmillan
- Gallo, C. (2017). *The Presentation Secrets of Steve Jobs – How to Be Insanely Great in Front of Any Audience*. NY New York: McGraw-Hill
- Gallo, C. (2018). *Five Stars: The Communication Secrets to Get from Good to Great*. NY New York: St Martin's Press
- Gelfand, M. & Brett, J. (2004). *The Handbook of Negotiation and Culture*. US: Stanford Business Books
- Grant, A. H. (2013). *Give and Take. Why Helping Others Drives Our Success*. US: Penguin
- Lewicki, R. J. & Hiam, A. (2006). *Mastering Business Negotiation: A Working Guide to Making Deals and Resolving Conflict*. Jossey-Bass
- Pratkanis, A. R. & Aronson, E. (2001). *Age of Propaganda: The Everyday Use and Abuse of Persuasion*. NY New York: W. H. Freeman
- Reynolds, G. (2020). *Presentation Zen: Simple Ideas on Presentation Design and Delivery (3rd edition)*. New Riders – Pearson Education Inc.

- Voss, C. & Raz, T. (2016). *Never Split the Difference: Negotiating as If Your Life Depended on It*. Harper Business
- Zohar, I. (2015). „The Art of Negotiation". Leadership Skills Required for Negotiation in Time of Crisis. *Procedia - Social and Behavioral Sciences*, Vol. 209, pp. 540-548.

Selected Readings for the Presentation of Infographics

Students (working in pairs) should choose a topic of the given list (see below) and create an infographic based on the review of the assigned literature. **Pairs then asked to present their infographic** with explanation and summary of the most relevant aspects **in 3 minutes**. Presentation schedule and assigned literature will be provided for students on moodle. Each pair is free to choose a preferred topic (literature), but each topic can be chosen once (so pairs work on and present different topics). After finalization, no changes can be made on the schedule and **late works won't be accepted**.

1. Mitchell, C. & Szerlip, B. & Watson, T. (1998). Passport **Russia**: Your Pocket Guide to Russian Business, Customs and Etiquette. US: World Trade Press
2. Micheloud, F. & Szerlip, B. & Watson, T. (2001). Passport **Switzerland**: Your Pocket Guide to Swiss Business, Customs and Etiquette. US: World Trade Press
3. Herrington, E. & Szerlip, B. & Watson, T. (1998) Passport **Brazil**: Your Pocket Guide to Brazilian Business, Customs and Etiquette. US: World Trade Press
4. Grzeskowiak, A. & Szerlip, B. & Watson, T. (1996). Passport **Hong Kong**: Your Pocket Guide to Hong Kong Business, Customs and Etiquette. US: World Trade Press
5. Malat, R. & Szerlip, B. & Watson, T. (1996). Passport **Mexico**: Your Pocket Guide to Mexican Business, Customs and Etiquette. US: World Trade Press
6. Flamini, R. & Szerlip, B. & Watson, T. (1997). Passport **Germany**: Your Pocket Guide to German Business, Customs and Etiquette. US: World Trade Press
7. Li, J. & Szerlip, B. & Watson, T. (1996). Passport **China**: Your Pocket Guide to Chinese Business, Customs and Etiquette. US: World Trade Press
8. Kissel, N. & Szerlip, B. & Watson, T. (1999). Passport **Poland**: Your Pocket Guide to Polish Business, Customs and Etiquette. US: World Trade Press
9. Wise, N. & Szerlip, B. & Watson, T. (1997). Passport **Thailand**: Your Pocket Guide to Thai Business, Customs and Etiquette. US: World Trade Press
10. Joseph, N. & Szerlip, B. & Watson, T. (1996). Passport **France**: Your Pocket Guide to French Business, Customs and Etiquette. US: World Trade Press
11. Novas, H. & Szerlip, B. & Watson, T. (1997). Passport **Spain**: Your Pocket Guide to Spanish Business, Customs and Etiquette. US: World Trade Press
12. Harper, T. & Szerlip, B. & Watson, T. (1996). Passport **United Kingdom**: Your Pocket Guide to British Business, Customs and Etiquette. US: World Trade Press

13. Rosenthal, D. & Szerlip, B. & Watson, T. (1996). Passport **Israel**: Your Pocket Guide to Israeli Business, Customs, and Etiquette. US: World Trade Press
14. Francia, L. H. & Szerlip, B. & Watson, T. (1997). Passport **Philippines**: Your Pocket Guide to Philippine Business, Customs and Etiquette. US: World Trade Press
15. Engel, D. & Szerlip, B. & Watson, T. (1996). Passport **Japan**: Your Pocket Guide to Japanese Business, Customs and Etiquette. US: World Trade Press
16. Mandek-Campbell, A. & Szerlip, B. (2008). Passport **Argentina**: Your Pocket Guide to Argentinean Business, Customs & Etiquette. US: World Trade Press