


## International Summer University<sup>WU</sup> 2025

WU (Vienna University of Economics and Business)

### Course Outline

<b>Course Title</b>	<b>Negotiation Management – How to outperform others by effective negotiation skills</b>	
<b>Instructor</b>	Dr. Iris Kollinger <a href="mailto:iris.kollinger@wu.ac.at">iris.kollinger@wu.ac.at</a>  WU Vienna University of Economics and Business	
<b>Language of instruction</b>	English	
<b>Course level</b>	Undergraduate	
<b>Contact hours</b>	35 teaching hours (45 min. each)	

#### Aim of the Course

This class provides participants with in-depth knowledge on negotiation management and offers the chance to apply this knowledge immediately in various exercises. A very practical and hands-on approach is an essential characteristic of this lecture so that students will be able to transfer their learnings immediately in daily business affairs, but also in a professional context such as recruitment settings, salary negotiations, and performance appraisals.

Students will gain a general understanding of the fundamental building blocks of negotiations by learning e.g. how to prepare properly for a negotiation, how to analyse a negotiation setting and how to develop an appropriate negotiation tactic.

In addition, particular emphasis will be placed on different special aspects of negotiation management, such as the impact of culture and gender on negotiation management or negotiations in an international context.

Among other topics, the class will focus on:

- Fundamentals of negotiation management
- Process of negotiation
- Preparation of negotiation
- Negotiation strategies and tactics
- Harvard concept of negotiation
- The impact of culture and gender negotiation management
- Negotiation in an international context
- Sustainable Negotiation Management

#### Learning Objectives

In today's daily business excellent negotiation skills are a core requirement in order to be successful. This makes it necessary to manage negotiations properly and to develop the skills required to participate effectively and professionally in a negotiation setting.

After attending this class, participants will:

- be able to describe fundamental negotiation skills,
- compare different approaches to the resolution of disputes, and develop effective negotiation strategies and tactics
- understand the Harvard Concept principles for effective negotiations
- have developed, deepened, and improved their knowledge of negotiating by intensive practice
- have developed and improved effective negotiation skills
- have sharpened their professional profile
- have improved their skills to work in culturally diverse teams, including communication and presentation skills
- have gained practical insights and hands-on experience through dealing with real life negotiation examples and cases.

### Application Requirements and / or Prerequisites

Application requirements for the International Summer University WU can be found [on the ISU WU website](#).

Applicants interested in participating in the International Summer University<sup>WU</sup> need an excellent command of the English language. The English language requirements can be found at [ISU<sup>WU</sup> Language Requirements](#).

### Teaching Methods

Negotiation Management is an extremely interactive class based on theoretical and practical insights; it integrates various teaching methods such as group work, theory lectures, case studies, discussions, presentations, peer reflections, supervision and similar methods, which are crucial for achieving the main learning objectives.

The class will provide students with a learning environment that allows for reflection on different issues regarding negotiation management from different perspectives, and will give them the chance to improve their technical and social competencies, particularly their communication and cooperation skills.

Substantial classroom discussion and participation are encouraged and expected.

**Attendance and punctuality throughout the course is absolutely mandatory.**

### Pre-Course Assignment

Participants have to write a short essay on various selected negotiation management aspects and submit it to the lecturer no later than one week before program start. (**Deadline: June 20, 2025, 23:59 Vienna time**). This assignment will allow students to deal with the subject in more detail already before the course, which will increase the overall quality of participation and individual contributions. Further information will be sent out to the participants via email by the ISU<sup>WU</sup> program manager.

### Course Contents

Course Contents	
<b>Day 1</b>	<b>Introduction</b> <ul style="list-style-type: none"> <li>• Setting the negotiation scene, relevance of effective negotiations in private and professional settings</li> <li>• Definitions of negotiation management</li> <li>• Essential negotiation skills</li> <li>• Forming groups for group presentations</li> <li>• Handing over instructions for group paper</li> </ul>
<b>Day 2</b>	<ul style="list-style-type: none"> <li>• Planning and preparing for a negotiation</li> <li>• Process of negotiation</li> </ul>
<b>Day 3</b>	<ul style="list-style-type: none"> <li>• Negotiation strategies and tactics, The Harvard Concept of Principled Negotiations</li> </ul>

<b>Day 4</b>	<b>Selected topics of negotiation management</b> (group exercises), e.g.: <ul style="list-style-type: none"> <li>• Ethics &amp; negotiation</li> <li>• Gender &amp; negotiation</li> <li>• Culture &amp; negotiation</li> </ul>	Intensifying skills in professional settings, such as salary negotiations and performance management appraisals
<b>Day 5</b>		
<b>Day 6</b>		
<b>Day 7</b>	Day 6: Written Exam <ul style="list-style-type: none"> <li>• Team negotiations, Wrap-up, Closing of Lecture</li> </ul>	

<b>Comments</b>
n/a

<b>Criteria for successful completion of the course</b>
<p>The course includes different methods of evaluating the learning progress:  The short essay write-up (see "pre-course assignment" above) will ensure that students start to deal with the subject already before the course, which will increase the quality of class discussion and contribution.  All students are expected to regularly and actively participate in class discussions and exercises. Class sessions provide an opportunity for input by the lecturer and for students to learn from each other, to interact and to consolidate their learning about a wide range of aspects of negotiation management.  Students will present their findings on a selected negotiation management topic during class and include them in a final course report where they critically evaluate and challenge their own experiences from a theoretical but also from a practical perspective.</p> <p>The class closes on the last day with a short test which will summarize class content and serve as a final summary of the topic.</p>

<b>Assessment</b>												
<p>Assessment will be based on both individual and team performance. The final grade consists of the following components:</p> <p><b>Individual performance: 60%</b></p> <ul style="list-style-type: none"> <li>• Short essay write-up before class start: 25%</li> <li>• Participation and active contribution in class (including in-class quizzes, short case write-ups etc.): 15%</li> <li>• Written Exam: 20%</li> </ul> <p><b>Group performance: 40%</b></p> <ul style="list-style-type: none"> <li>• Group presentation on an assigned topic (20%)</li> <li>• Written group report on key learnings (20%)</li> </ul> <p>The final grade will be calculated according to the following formula:</p>												
<table border="1"> <thead> <tr> <th>Grade</th> <th>Points</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>1/A</td> <td>90 +</td> <td>Exceptional, outstanding and excellent performance. Normally achieved by a minority of students who are highly engaged in the subject matter. These grades apply to a student who is self-initiating, exceeds expectations, and has an insightful grasp of the subject matter.</td> </tr> <tr> <td>2/B</td> <td>80-89</td> <td>Very good, good, and solid performance. These grades indicate good engagement with and a good grasp of the subject matter or excellent grasp in one or more areas balanced with a satisfactory grasp in other areas.</td> </tr> <tr> <td>3/C</td> <td>70-79</td> <td>Satisfactory. These grades indicate a satisfactory level of engagement, performance and knowledge of the subject matter.</td> </tr> </tbody> </table>	Grade	Points	Description	1/A	90 +	Exceptional, outstanding and excellent performance. Normally achieved by a minority of students who are highly engaged in the subject matter. These grades apply to a student who is self-initiating, exceeds expectations, and has an insightful grasp of the subject matter.	2/B	80-89	Very good, good, and solid performance. These grades indicate good engagement with and a good grasp of the subject matter or excellent grasp in one or more areas balanced with a satisfactory grasp in other areas.	3/C	70-79	Satisfactory. These grades indicate a satisfactory level of engagement, performance and knowledge of the subject matter.
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4/D	60-69	Marginal Performance. A student receiving this grade demonstrated a superficial grasp of the subject matter.
Failed	59 and below	Unsatisfactory performance

### Course Literature

Literature for the written exam and course literature will be provided to students 6 to 8 weeks before the first course session and will include selected scientific papers as well as Fisher and Ury's "Getting to Yes", one of the most popular books on negotiation management.

### Further Readings suggested by the Lecturer(s)

n/a

### Information on the Use of Artificial Intelligence Tools

All sources (including online sources, such as ChatGPT) have to be displayed in your paper, plagiarism checks will be done at random – please be aware that plagiarism leads to an insufficient grade.

AI-generated content must be transparently identified. In addition, we recommend that you keep the prompts you have created, including the generated answers, and document them accordingly. Comprehensive information on citing AI-generated texts can be found under this [link](#).

*Please note the following information on the total workload of the respective course:*

Course level	ECTS credits	Pre-course workload	In-class activity	Outside of class workload during the program
Undergraduate	4	approx. 20 hours	27 hours (= 35 teaching hours)	approx. 33 hours