Workers now spend 30% to 70% of their time seeking, gathering, evaluating, & communicating information.

Changes cannot be addressed only with technologies, new management theories, or new work practices.

Information will help in solving immediate problems & address unanticipated problems.

The new business reality of knowledge-based work and Global Market

You have to look first at the common element in all those activities: human communication itself.
“It is vital for the success of our companies that businessmen and women emerge as real leaders and demonstrate their ability to communicate effectively, internally and externally.”
(Sir Colin Marshall, chairman, British Airways)

When you boil it down to the basic components, all business transactions are a form of personal communication. Failure to communicate means failure to conduct business.
(Greg Bassett, Executive Director of Systems Hurley Consulting Associates)

This training course provides you skills needed to become effective communicator in all areas of business and society at large.

Outline
1. About the course
2. Requirement
3. Class Format
4. Management Communication
5. Global Business Negotiation
6. Information
1. About the Course

This course focuses on interpersonal communication and the art of negotiation.

**Business Communication**

- **Management Communication (1st Semester)**
  - Practice of business presentations (speech structure, critical thinking, style...) and writing.

- **Business Negotiation (2nd Semester)**
  - Practice of international business negotiation (strategies, rules, cross-cultural issues...)

General Overview
The Concept of this Course is an approach to international business which recognizes the key role played by three areas of communication competence in international business life. These are:

- Competence in face-to-face communication
- Competence in cross-cultural business communication
- Competence in negotiation techniques

As a result, a fundamental goal of this course is to help you improve your competence in these 3 areas: (1) communication (in speaking, listening & writing), (2) cross-culture, and (3) business negotiation.

Objectives

Upon completion, you will be able to:

- manage the communication demands of a highly competitive, rapidly changing global marketplace.
- convey ideas in a clear, captivating, and persuasive manner
- use the English language more appropriately in various business contexts
- apply the negotiation strategies and techniques to achieve more satisfying outcomes
- feel comfortable in dealing with people from different cultures.
2. Requirements

Requirements & Recommendation

- Challenging spirit
- Basic English rules
- Presentation Technologies (PPT)
- Questioner spirit
- Preparation spirit

What you should have
3. Class Format

The course focuses on:
- Collaborative and peer-learning
- Skills-building for future success
- State-of-the-art communication technologies

The whole class will be divided into 2 groups
- Class A
- Class B

Training Course

- Lectures
  - Theoretical concepts
- Discussion
  - Applied concepts, exchange
- Homework
  - Solving a series of smaller problems
  - Preparation for future speeches/negotiation cases
  - Review of previous sessions
- Presentations
  - Individuals
  - Groups of up to 3 people
- Negotiation role-plays
- Video review
- Feedbacks
  - From your classmates
  - From the Instructor (& TA)
Management Communication: Overview

- Management Communication is a highly experiential course focused on preparing you to rise to the challenges posed to the manager as communicator in today’s business environment.
- This course develop your competence and expertise in oral presentations, business writing, interpersonal interaction, and group processes -- areas of external and internal organizational communication where mastery is essential for managerial success.
- Presentation skill sessions will give you practical guidance, pronunciation practice and the confidence you need to write or deliver effective presentations in English.
- Upon completion you should be able to: write and speak with greater polish, power, and clarity; construct solid persuasive arguments; and deal appropriately with a variety of communication situations.
Grading (Mgt Com)

Grades will be based on oral presentations and classroom participation. Evaluation of the presentations will be carried out as follow:

- 10% Attendance
- 20% Participation in class discussion & blogging
- 30% Speech (20% from peer-Evaluation)
- 40% Final report/Speech

No formal examinations are administered in this course.

Textbook


- (In addition, comprehensive instructional materials will be available at my website [http://www.econ.kyoto-u.ac.jp/~maswana/](http://www.econ.kyoto-u.ac.jp/~maswana/) and/or distributed prior to each class.)
Readings


Schedule: Mgt Com.

1. **Introduction to Management Communication** (definition, communication in business context, building critical writing and oral communication skills…)
2. **Planning, Organizing and Structuring Messages** (process, audience analysis, positive emphasize, clarity, reader benefits, format, topical organization, critical skills …)
3. **Business letters, Memos, and Emails** (professional image, format, content, wording, key points, formality, critical skills …)
4. **Proposals and Progress Reports** (contrasts, content, patterns, budget and costs, critical skills)
5. **Informative Messages** (structure, positive & negative message strategies, confirmation, news, update, thank-you, complaints, bad news, rejection/refusal, critical skills…)
6. **Persuasive Messages** (structure, strategies, credibility, argument, facts, ethics, critical skills…)
7. **Communication across cultures** (values, beliefs, practices, languages, nonverbal communication, space, time, jokes, bias-free message, legal implications, critical skills…)
8. **Planning, Conducting and Recording a Meeting** (timing, agenda, participants, decision-making, networking, teleconferencing, leading, minutes, critical skills …)
9. **Job Hunting Documents and Multimedia Technologies** (resume, job application letters, job interview, follow-up letters, multimedia, PowerPoint, Internet, blog…)
10. **Delivering Oral Presentations** (keys to effective presentation, eye contact, standing, gestures, visual aids, handling questions, critical skills)
11. **Oral Presentations** (individual presentation & feedback)
12. **Oral Presentations** (individual presentation & feedback)
13. **Oral Presentations** (team presentation & feedback)
5. Global Business Negotiation

Business Negotiation: Overview

- **Business Negotiation** Course allows you to:
  1. develop negotiation skills experientially and to understand negotiation process;
  2. learn to evaluate the costs and benefits of alternative actions and how to manage strategies, tactics and threats.
- Through lectures, case studies and simulations, you are expected to develop:
  1. confidence in the negotiation process;
  2. effective planning for a maximum advantage;
  3. confidence in bargaining tactics and concession trading.
Grading (Bus. Neg.)

Grades will be based on oral presentations and classroom participation. Evaluation of the presentations will be carried out as follow:

- Attendance: 10%
- Participation in class Discussion/Role-plays: 20%
- Assignment & Homework: 30%
- Negotiation Simulations & Reports: 40%

No formal examinations are administered in this course. However, you will be asked to participate in a few activities that require some work outside of class (simulations).

Textbook

- **Lewicki et al. 2005. Negotiation 5th ed.**
  McGrawHill. Boston

- (In addition, comprehensive instructional materials will be available at my website [http://www.econ.kyoto-u.ac.jp/~maswana/](http://www.econ.kyoto-u.ac.jp/~maswana/) and/or distributed prior to each class).
## Readings

- **Chinese Business Negotiating Style** by Tony Fang (1999), Sage Publications.

## Schedule: Business Negotiation

1. **Nature of Business Negotiation** (negotiation in business, from international to global, conflict, interdependence, interests and relationship, game theory, critical skills…)
2. **Process of business negotiation** (preparation, information and power, strategies and tactics, communication, bargaining, offer, concession, agreement, mediation, contract…)
3. **Distributive Bargaining** (alternatives, position, settlement, resistance, bargaining mix, strategies & tactics, critical skills…)
4. **Integrative Negotiation** (information flows, needs, commonalities, problem-solving, steps and dynamics, constraints, critical skills…)
5. **Cultural Context in Business Negotiation** (cultural frame, routes to influence, inter-team negotiation, coalition, Paint shop negotiation game)
6. **Simulation: Used Car** (one-to-one negotiation)
7. **Simulation: Corporate Acquisiton** (one-to-one negotiation)
8. **Managing Difficult Negotiations** (mediation, coalition, arbitration, best practices, ultimatums…)
9. **Global Business Negotiation: Japan**
10. **Global Business Negotiation: EU, USA, Brazil, Kenya**
11. **Global Business Negotiation: China-Korea, Indonesia, Saudi Arabia**
12. **Simulation: Joint-Venture** (team negotiation)
13. **Simulation: Joint-Venture** (team negotiation)
6. Information and Help

More Information

- **Web** *(Class WWW site)*
  - www.econ.kyoto-u.ac.jp/~maswana/
  - Copies of lectures, book chapter handouts, assignments,
  - Presentation videos
- **Newsgroup** *(Email)*
  - Clarifications to assignments
  - Topical notes
- **Personal help**
  - Instructor: door open on Monday and Wednesday afternoon
  - TAs: (please email the TA first)
How can you Reach Me?

- Phone: 075-753-3521
- Email: maswana@econ.kyoto-u.ac.jp
- Office location: Bunkei-To Building Room 306
Please Remember

- Management Communication is to help you improve your competence in these 3 areas: communication (in speaking, listening & writing), cross-cultural and negotiation.
- Course format: experiential, interactive training-based
- Management communication focuses on oral presentations, business writing, interpersonal interaction…
- Business negotiation develops your negotiation skills and help you understand business negotiation strategies and process across cultures.
- Please help us with your suggestions and ideas, so that we can better help you improve your skills and ultimately achieve your future dreams.
- We may have only one chance to achieve our aspirations; that time may be now.

Questions / Comments?

Thank You