

# **EFFECTIVE AND FAIR NEGOTIATIONS IN WESTERN BALKANS**

**Developing your Skills and Negotiating Techniques**

**Belgrade 27 – 29 May 2021**



**Belgrade, February 2021**



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## Chapter I - Introduction to ECPD UN University for Peace



*Belgrade. Terazije 41. ECPD Headquarters*

### Origins and Mission

The European Center for Peace and Development (ECPD) established in Belgrade, in 1983, as an independent, international postgraduate education and research institution, with exterritorial status, is a Regional Centre of the University for Peace, established by the United Nations.

The ECPD represents a unique institution in this part of the world, and has a special significance to countries of **South-Eastern Europe**.

The ECPD was established by the University for Peace United Nations with the main tasks and objectives "... to organize and carry out postgraduate studies, research projects and dissemination of knowledge, which contribute to the promotion of peace, development and international cooperation". Following its mission defined in the Charter of the University for Peace established by UN and its own Statute, the ECPD "... brings together the intellectual potential from all parts of the world for the benefit of implementation of the education and research programmes and projects devoted to the fulfilment of the ECPD aims and objectives".

### Tasks and Objectives

Basic tasks and objectives of ECPD have been incorporated into its program structure, which features:

- (A) Studies leading to postgraduate degrees and specialist postgraduate training in the European Union law, International business law, International Relations and Diplomacy, International MBA Studies in the field of strategic, financial, human resources, urban and ecological management and Health Management Studies within the international program of Global School of Health.
- (B) Interdisciplinary research on sustainable development issues, regional development, multicultural, multi-confessional and inter-ethnic relations, eco-management and international relations;
- (C) Organizing international meetings, conferences, round tables, symposia and workshops on topical issues from its program;
- (D) Publishing conference proceedings, professional and scientific texts, research papers, case-studies, textbooks, etc.

### Major Activities

Activities of ECPD are carried out by over 150 regular staff and part-time fellows, visiting professors and researchers from numerous European and other countries.

**(A) Postgraduate Studies:** The ECPD carries out the following international postgraduate studies:

**Master of Science level** in areas of: the European Union and International Business Law, International Relations and Diplomacy (focused on economic diplomacy), Technology of Solving Development Problems, Strategic, Financial, Human Resources, Urban and Ecological management and Health management within International program of Global School of Health.

**Specialist level** in areas of: Biomedicine and Traditional Medicine, and Health-Care Management.

Training for refreshing and upgrading knowledge is an important part of the ECPD postgraduate studies. ECPD organizes annually in total about 40 summer schools, specialist courses and seminars. Graduated attendants of these training events receive internationally recognized certificates.



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**(B) Doctoral studies** are organized and carried out in areas of science in which the ECPD conducts its international postgraduate studies and research activities, that is, in human resources and natural environment, social studies, economics, technology, international relations, law and management. Doctoral studies last three years, with two semesters or two years, having three trimesters a year.

**(C) Research Activities:** The ECPD devotes considerable time and effort to the fulfilment of one of its major tasks – to carry out research activities intended to contribute to solutions of acute and chronic problems, in general, and particularly in South-Eastern Europe. In thirty-seven years of its operations, ECPD conducted several dozens of large research projects and studies related to issues of sustainable development, international relations and inter-ethnic relations.

ECPD developed, besides other, a number of projects focused on efforts leading to peace building and socio-economic development in South-Eastern Europe. A major ECPD regional research program has been developed under the title “The Balkans in the 21<sup>st</sup> Century – The Ways Leading to Improvement of Peace, Development and Regional Cooperation”. Within the framework of this program, several projects have been developed, and some are already completed.

Since 2005 ECPD has been involved as partner in several EU – funded projects. Among others, notable impact had GREAT IST (on information society), BIS-RTD (public funding of RTD) and R4R (technology transfer among regions).

**(D) International meetings:** Since its creation, the European Center for Peace and Development organized numerous international meetings at various levels and of various characters, held in former Yugoslavia (Dubrovnik, Belgrade, Ljubljana, Sveti Stefan, Prizren, Brioni Islands, Ohrid, etc.) and in some other European countries, including Athens (Greece), Bremen (Germany), Varna (Bulgaria), Moscow (Russian Federation), Budapest (Hungary), Saint Endréol (France), Trento (Italy), and Vienna (Austria). Most of these meetings were attended by several hundreds of participants (even up to 1000), including former and current heads of states and governments, Nobel Prize winners, leading academics, prominent professors, experts and other important public figures.

Relying upon its rich experience in this field, ECPD continues organizing such meetings, often with several international partners. For that purpose, ECPD has established a Standing International Study Group on Inter-ethnic Reconciliation, Religious Tolerance and Human Security in the Balkans and every year holds a major annual International Conference on this subject.

**(E) Publishing:** ECPD publishes yearly more than thirty books, conference proceedings, textbooks and other publications needed for educational purposes.

## **ECPD Management**

The organizational structure of ECPD is defined in accordance with its international mission and the program of activities. Its management structure consists of the governing and executive bodies.

The main governing body is the **ECPD Council**, consisting of nine members. The Council defines and directs the ECPD operating policies and monitors its overall activities.

Among others, the Council has been chaired by Saburo Okita, a well-known Japanese diplomat and former Minister of Foreign Affairs, Ambassadeur de France, Paul-Marc Henry, a prominent diplomat and a leading executive of several important international organizations and founder of the UNDP (United Nations Development Program), and the well-known French general and geopolitical thinker, Pierre-Marie Gallois, who held this position until 2004. Due to his extraordinary contribution to the development and work of ECPD and its international affirmation, General Pierre-Marie Gallois was elected Honorary President of the ECPD Council. After his withdrawal from this position, on October 2010, **H.E. Mr. Boutros Boutros-Ghali**, Former UN Secretary-General was elected as the President of the ECPD Honorary Council, which consists of a

group of world-known public figures, politicians, academics and diplomats. Presently, this position is held by the prominent Japanese and global diplomat, H.E. Yasushi Akashi.

The **ECPD Academic Council** deals with development and implementation of the ECPD master and doctoral studies program and its research projects. Prof. Dr **Takehiro Togo**, a distinguished Japanese diplomat and professor of international relations at Tokai University, Tokyo, President of the Council succeeded on this position **Prof. Dr Sinichi Ichimura**, President of the ICSEAD until 2014. Recently this position was assumed by the former long-standing President of UNESCO, H.E. **Federico Mayor**.

The **ECPD International Educational and Scientific Board** takes care of the implementation of the ECPD postgraduate studies and research activities. **Academic Branislav Šoškić**, a member of the European Academy of Sciences and Arts, and a former President of state of Montenegro and President of the Montenegrin Academy of Sciences and Arts, is currently the President of this Board.

The **ECPD Executive Board**, chaired by **Prof. Dr Jonathan Bradley**, University West of England, UK, is responsible for coordination of activities and setting program priorities.

The ECPD organizational structure is based on Executive Staff, consisting of the **Executive Director** and the **ECPD Secretariat**.

The ECPD Executive Director **Prof. Dr Negoslav P. Ostojić**, prominent expert for international economic relations and sustainable development, represents the ECPD and coordinates its overall activities.

The ECPD Secretariat consists of: a) Academic staff, b) Officers, and c) Administrative and Technical staff.

The ECPD associates, chosen from the ranks of academic and other experts from all over the world, have an important role in ECPD activities. They are appointed as directors of educational program and research projects, as directors of the functional or territorial offices (bureaus, study centers, affiliations), lecturers and professors at international postgraduate study programs or as researchers, consultants or special advisers.



## Future Activities

In order to manage successfully its international activities, the ECPD has set up, outside of the headquarters, several operational units (affiliations, postgraduate study centers, research institutes, offices and/or program units) in numerous centers, including Greece, Bosnia and Herzegovina, Germany, France, Republic of Northern Macedonia, UK, Croatia, Slovenia, Montenegro, Austria, Italy, Belgium, Romania, Bulgaria, etc. The most recent regional centre has been opened in Prizren, Kosovo\*.

In 2019 ECPD has established a standing Programme on Economic Diplomacy, Interest Representation, Lobbying and Effective Negotiations, organizing courses and individual training, briefing and coaching in these strategically important domains of knowledge and skills. Intensive courses for small groups (normally up to 15-20 participants) are usually taking 2 ½ or 3 days and are adjusted venue and time-wise to the requirements of participants.

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Course didactics is following the latest interactive techniques, enabling participants to develop complex, interdisciplinary insight and applied knowledge and practical skills. The team of trainers is composed of top international experts with valuable practical experience and academic qualifications. Head of the Programme is **Professor Boris Cizelj**, former Ambassador of Yugoslavia in Australia and of Slovenia in EU and NATO, Professor for the interest representation and lobbying at ECPD, University for Peace UN, at DOBA faculty and Alma Mater Europaea, Maribor and the Negotiations Course Director is **Professor Emeritus Dr Marjan Svetličič** (CV is in Annex 2 of the Brochure) and **Prof. Dr Sir Nicolas Maclean**, CMG, Federal Fund for Education and Science, Great Britain

Based on the Memorandum on cooperation signed in 2017 between ECPD and Knowledge Economy Network, KEN – chaired by Prof. Dr Boris Cizelj, the Global Network KEN is a special partner of ECPD in the EDLN Program.

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\*Kosovo - This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ opinion on the Kosovo declaration of independence.

## Chapter II - Effective and Fair Negotiations in Western Balkans

*“In business, as in life, you don't get what you deserve,  
you get what you negotiate.” (Chester L. Karrass)*

### 1. INTRODUCTION

Negotiations are one among the most important soft skills as part of general social competences in everybody's personal and professional life (Deming 2015: 36). They are very important today and of growing importance in the future, together with leadership (see McKinsley, 2018; Skill Shift Automation and the Future of the Workforce) and general communications skills, including interest representation and lobbying. One is not assessed by what he/she knows, but on how he/she is able to articulate their knowledge - according to British Prime Minister in World War II, Lord Winston Churchill. Communication skills and effective presentation of the arguments make the trick for the persuasive negotiator. **The arguments alone are simply not enough.**

Not surprisingly, more and more frequently negotiating skills are listed among the top skills needed for important jobs in international organizations and successful companies. Recent Nobel Prize laureats for economics have emphasised the importance of such social skills. D. Kahneman received the Prize in 2002 for integrating psychology into economics in times of growing uncertainties. He was joined in 2017 by R. Thaler, who was honoured for his contribution to behaviour economics, including his nudge theory, referring to persuasion skills so needed in negotiations. Both aspects are included in our programme.

The second set of reasons for this Program is related to the fact that **effective negotiators are not born but trained**. Negotiations are based on science, but they are also an art, based on experiences. Too frequently it is assumed that one is born as a good communicator or negotiator. Some have better starting points, but everybody can learn to become a better negotiator, a negotiator who can »play in the negotiators' top league» though not necessarily becoming the world champion.

The courses and individual training on negotiating techniques offered by the European Center for Peace and Development, ECPD in Belgrade is not only providing candidates with general negotiation skills and techniques, but focussing simultaneously on the **specifics of the socio-cultural environment of the countries of Western Balkans**. Neglecting that makes even a good negotiator less successful, therefore it is worth acquiring these specific insights presented by internationally reknown experts – led by course director Professor Emeritus Dr Marjan Svetličič, from University of Ljubljana.

### 2. GENERAL OBJECTIVES

The basic objective of the ECPD training course on “Negotiation Skills and Techniques for Success” is to improve the negotiating skills of participants through the application of contemporary knowledge in the field of negotiation and its psychological background, by using the most **modern participative training methods**. Course participants will improve their negotiating skills in all negotiation phases;



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from preparation, via managing the negotiating process, to the finalization of the contract. The conceptual background of the course is mainly based on the **Harvard Principled Negotiations**.

The course programme includes also most practical aspects of the negotiating process, highly important for every negotiator, like how to make an eye-catching opening presentation with which each and every negotiation should start, by most effective persuasion methods, and by identification of negotiation virtues, as well as mistakes, frequently committed by negotiators - in order to avoid them. In other words, the aim of the course is to enhance personal and organizations' negotiating effectiveness, to be able to break stalemates and deadlocks, and how to overcome obstacles and complicating factors.

By mastering the science and the art of negotiations through interactive participatory training, participants will acquire a systematic framework for understanding negotiations, linked to interest representation and legitimate lobbying. They will internalize their newly acquired negotiating skills and will become more effective negotiators immediately after the course. They will learn how to expand the size of the pie by creating value in negotiations and gain problem-solving techniques for distributing value fairly, while strengthening relationships. Finally, they will learn how to manage across the table and behind the table negotiations. In two additional modules participants will expand on their cross-cultural negotiations knowledge and skills, so as to be able to face effectively negotiators from all over the world; however, **the focus will be on Western Balkans**. Finally, the third module will add the knowledge how to face hard negotiators, what to do when negotiations become tough or confrontational.

### **3. THE TRAINING METHODS**

The process of training will be based on the following components:

- a. Intense interactions between trainers and participants;**
- b. Dynamic lectures, with highly effective PPTs and facilitated discussions;**
- c. Simulations of negotiations, do it yourself with debriefing with the trainer, role-play and other skill-building exercises;**
- d. Extensive use of videos for each topic covered. Videos to be applied are produced by Harvard and Stanford Universities, various consultancy organizations like Video Arts Limited etc. Videos are the basis for in-class discussions and problem solving. Students will be invited to solve the problems which appear on the videos, etc.;**
- e. Analysis and evaluation of selected Case studies - based on trainers' real-life experiences;**
- f. Intensive use of the Internet to illustrate cases, issues and problems.**

Before addressing specific issues, participants will be tested on different negotiating skills (like listening skills, assertiveness or general negotiation skills for instance) in relation to forthcoming issues in the programme so that the participants will be able to compare their own current skills with the ideal ones.

#### 4. THE TEACHING MATERIAL

- a. *The essential material will be summarised on PPTs (about 100 slides per module);*
- b. *Links to the best books on the issues available on the Internet*
- c. *Tests to be taken in the class;*
- d. *Videos and Internet cases.*

#### 5. THE TRAINERS

Course Leader and principal trainer in all modules will be **Prof. Emeritus Dr Marjan Svetličič**<sup>1</sup>: Faculty of Social Sciences University of Ljubljana and ECPD, while **Prof. Dr Boris Cizelj**, Chairman, Board of Directors, Knowledge Economy Network, KEN will cover legitimate lobbying and multicultural negotiations.

Additional trainers in **Module 1** are also:

**Prof. R. Fisher, W. Uri and B. Paton** (Harvard Law School): via video program

**Prof. Emeritus Robert Cialdini**; Arizona State University; via video program

**Prof. Margaret Neale**: Stanford University; via video program

Additional trainers in **Module 2** are also:

**Prof. Jeswald W. Salacuse**: The Fletcher School of Law and Diplomacy (on video)

**Prof. Dr Boris Cizelj**, ECPD, DOBA, Alma Mater Europaea

**Prof. Dr Reinhard Priebe**, ECPD University for Peace UN

**Prof. Dr Duško Lopandić**, ECPD University for Peace UN

Country/culture experts: on video skype

#### 6. WHO SHOULD ATTEND THE COURSE?

This program is designed to address the needs of professionals from various backgrounds: diplomacy, business, government, public and private institutions, in short for all those who wish to improve their ability to negotiate – with particular reference to the cross-cultural environment of the region of Western Balkans. While previous negotiation experience is not necessary, **proficiency in English is required**, as this program is conducted in English.

#### 7. OUTCOMES

All participants will become more effective negotiators, able to address increasingly complicated negotiations in the contemporary world. By testing their own skills, participants will get information on their negotiations weaknesses in order to improve them in future.

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Upon successful completion of this program, participants will receive an internationally recognized Certificate by ECPD. The participants will also be awarded **ECTS academic credits**, which will be recognized in postgraduate, specialist, master or doctoral studies programs at the ECPD University for Peace UN and other universities.

## 8. THE PROGRAMME

The Programme of the course consists of the following three modules:

**MODULE 1: Negotiating for success**

**MODULE 2: Mastering cross-cultural/international negotiations**

**MODULE 3: How to deal with hard negotiators**

## 9. THE PREMISES

ECPD Headquarters, Terazije 41 – **possible also on-line participation**

## 10. TUITION FEES

Tuition fees – including mentoring before and coaching 3 months after the course, working luncheons and coffee/refreshments for 2 ½ day – in total amounts to **€ 985 to be paid not later than 7 days before the Course.**

## 11. DETAILED PROGRAM

### MODULE 1 NEGOTIATING FOR SUCCESS

**Objectives:** See General objectives, page 6 of the Brochure.

The subjects to be covered within each of the 3 Modules are the following:

#### Day 1 - Morning

- |  |
|--|
| <b>1. Key concepts (ZOPA, BATNA), types of negotiations (win-win, distributive-integrative) and types of negotiators</b> |
| <b>2. Good and bad habits (pitfalls) of negotiators</b>  |
| a. Good negotiators' characteristics   |
| b. The power of preparations; how, when, where, who  |
| c. Listening and questioning skills; active listening  |
| <b>3. The art of making concessions</b>  |

**4. Interest representation and legitimate lobbying**

**5. Lobbying in the context of successful negotiations**

**Day 1 - Afternoon**

**6. Where and when to negotiate, and how to make a *killer* (effective) presentation based on W. Churchill »language of leadership« etc.**

**7. How to be persuasive (based on video)**

- a) Basic principles (reciprocity, scarcity, authority, commitment and consistency, social proof, liking)
- b) Nudge theory and importance of framing
- c) Illustrations of the application of each principle in real life

**8. Basic principles of crosscultural negotiations**

- a) Plan or scenario?
- b) Identification of major issues
- c) Creating a framework agreement
- d) Step by step approach in closing the issues
- e) Concluding remarks

### Videos

- a. Harvard video on principle negotiations (Standards, People, Options, BATNA, Concluding negotiations)
- b. 10 Negotiating principles (Mc McCarthy; internet)
- c. The Power of Persuasion (Stanford University Executive Briefings video)
- d. Internet cases

### Tests

- a. Assessing your ability
- b. Personal assessment
- c. How assertive are you
- d. Giving gifts



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**MODULE 2**  
**MASTERING CROSS-CULTURAL / INTERNATIONAL NEGOTIATIONS**

**Specific objectives 2:** Moving the engine of global development to Asia and other emerging economies increases the importance of bargaining with people with different knowledge backgrounds, those more distant from us geographically, historically and culturally. Their habits, cultures, religions and politics are different. For successful negotiations, particularly in high context societies, we must first establish strong relationship. This Module will enhance participant’s skills in **avoiding too frequently applied stereotypes** about other cultures - insisting on necessity to apply individual culture approach instead. The importance of body language signs in different cultures will be elaborated. Participants will learn how to avoid major pitfalls and cross-cultural clashes. This is particularly important since cross cultural mistakes are almost irreparable, while products and services can be repaired. Participants will learn how to negotiate in the European context, and master the basics of diplomatic negotiations. This module is concentrated on the specific interests of the participants in terms of selected Western Balkans cultures – but comparing also specifics in less known cultures in Asia, particularly China, Korea, Arab countries and Iran). Experts living in the respective region/country with first-hand experience will be available on Skype. Participants will improve their cross-cultural skills and master effective cross-cultural negotiations.

**Programme Module 2: Mastering cross-cultural/international negotiations**

<b>Day 2 - Morning</b>
<b>1. Why cross-cultural negotiations are important?</b>
a. Major cross-cultural differences
a. How to avoid underestimating cross-cultural differences?
b. Why international negotiators fail?
<b>2. Learning by mistakes</b>
a. Failure cases
<b>3. Specifics of cross-cultural negotiations</b>
a. Barriers to cross-cultural negotiations (Video)
b. Different time perception
c. Contracts or relationship
d. Most common cultural “faux pas”
<b>4. General negotiations principles apply also for cross cultural negotiations</b>

**5. Stereotypes to be avoided**

**Day 2 – Afternoon**

**6. Communicating across cultures**

- a. Explicit and implicit communications
- a. Language problems
- b. Nonverbal communications more important in cross-cultural negotiations
- c. Role of silence

**7. Lewis and Hofstede models of cross-cultural differences**

**8. How to negotiate with EU, and in Europe?**

**9. Specifics of diplomatic negotiations**

**10. Strategies of cross-cultural negotiations**

- a. Three strategies depending on cross-cultural knowledge
- b. Individualistic (American) and collectivist (Eastern) high culture expressive models

**11. Preparations for cross-cultural negotiations including selections of experts**

**12. How to negotiate in selected countries/regions (“à la carte” selections of 2)**

- a. The five Western Balkan countries (Serbia, Bosnia-Herzegovina, Montenegro, North Macedonia, Kosovo\*)
- b. Europe – a cultural kaleidoscope
- c. China
- d. Korea
- e. Turkey
- f. Arab countries and Iran

*\*Kosovo - This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ opinion on the Kosovo declaration of independence.*

**Videos:**

- Making Global deals
- The multicultural meeting
- American lady in Argentina
- French, English and German negotiations
- Middle East
- Internet case

**Tests to be applied at different points of the programme:**

- Stereotypes by countries
- Cross cultural differences by countries
- Western versus non-Western negotiation style
- Giving gifts
- Test your global multicultural skills
- Cross-cultural etiquette
- Dining etiquette across cultures



**MODULE 3**  
**HOW TO DEAL WITH HARD NEGOTIATORS**

**Specific objectives:** Not all negotiations are approached as a win-win game. Negotiators may face those who would like to win at any cost, who are very hard, and unpleasant at the negotiating table, who are applying hard positional bargaining. There are also those with whom you should not negotiate or, better, you should try to avoid negotiating at all (terrorists...). This module will prepare you for such difficult situations, including confronting unpleasant negotiators at the meetings (meeting destroyers). We shall identify techniques how to confront such hard negotiators.

Day 3 - Morning
1. What if they are stronger?
2. The importance of framing and nudging
3. Transforming NO to YES; based on video, and how to say NO in a positive fashion
4. Breakthrough negotiations
a. Go to the balcony
b. Step to their side
c. Reframe
d. Build for them a golden bridge
5. How to neutralize meeting <i>destroyers</i> ?; based on video (John Cleese)
6. Video on hard negotiations: The sluggers come home and R. Mnookin (Harvard Law School)
7. Negotiating with difficult people
a. From Tanks, snipers, know it all, to No persons
8. What if they lie or use dirty tricks?
9. Improve your persuasion skills (based on video)

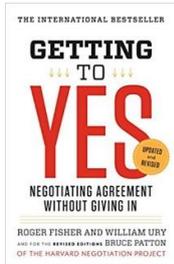
**Videos:**

- R. Mnookin; Bargaining with the Devil (video-Internet)
- How to neutralize meeting *destroyers*/destructive behaviour at meetings? By J. Cleese (Video Arts, UK)
- How to transform NO to YES (Video Arts, UK,)
- The Sluggers come home (The Stanford video)

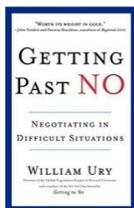
**Internet cases**

## CHAPTER III - SELECTED BIBLIOGRAPHY ON NEGOTIATIONS

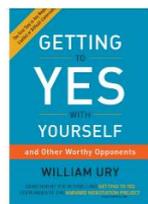
### 1. Key literature on negotiations



[file:///C:/Users/Marjan\\_Svetlicic/Downloads/OceanofPDF.com\\_Getting\\_to\\_Yes\\_Negotiating\\_Agreement\\_With\\_-\\_Roger\\_Fisher.pdf](file:///C:/Users/Marjan_Svetlicic/Downloads/OceanofPDF.com_Getting_to_Yes_Negotiating_Agreement_With_-_Roger_Fisher.pdf) third ed.

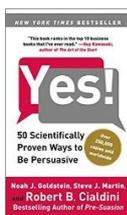


<https://viaconflict.wordpress.com/2013/11/15/getting-past-no-a-brief-synopsis/>

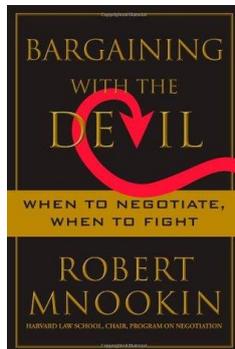


Uri: Getting to Yes with yourself, Amazon 2016

<http://proz-x.com/platinum9/Getting%20to%20Yes%20with%20Yourself%20-%20William%20Ury.pdf>

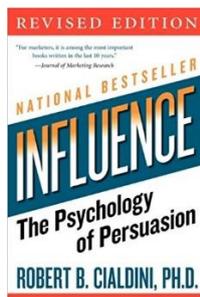


<http://www.ayanetwork.com/aya/201011/Yes!,%2050%20Scientifically%20Proven%20Ways%20to%20Be%20Persuasive.pdf>

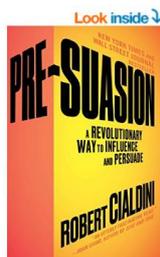


Robert Mnookin Bargaining with the Devil: When to Negotiate, When to Fight .

<https://www.youtube.com/watch?v=BMC-FxqPDWU>



[http://elibrary.bsu.az/books\\_400/N\\_232.pdf](http://elibrary.bsu.az/books_400/N_232.pdf)



- Summary: <https://thepowermoves.com/pre-suasion-cialdini/>
- Interview transcript: <http://www.rogerdooley.com/wp-content/uploads/2016/09/EP126-BrainfluencePodcastTranscript.pdf>
- Ten best lessons: <http://growth.me/books/pre-suasion>

## 2. Literature on cross-cultural negotiations

Hendon, Donald W., Rebecca Angeles Hendon, Paul Herbig	Cross-Cultural Business Negotiations	1996	London: Praeger
Foster, Dean Allen	Bargaining Across Borders: How to Negotiate Business Successfully Anywhere in the World	1992	New York [etc.]: McGraw-Hill
Bayne, Nicholas, Stephen Woolcock	The New Economic Diplomacy: Decision-Making and Negotiation in International Economic Relations	2007	London: Ashgate Publishing
Salacuse, Jeswald W.	The Global Negotiator: Making, Managing and Mending Deals Around the World in the Twenty-First Century	2003	Basingstoke: Palgrave Macmillan
Katz, Lothar	Negotiating International Business The Negotiator's Reference Guide to 50 Countries Around the World	2006	Charleston: BookSurge Publishing
Richard Lewis	When Cultures Collide	2010	Nicholas Brealley International

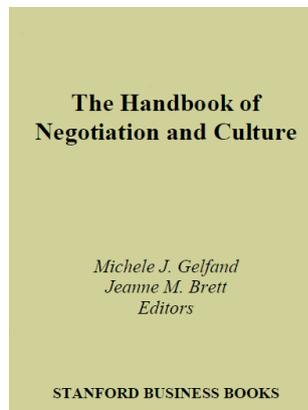
Richard Lewis (2006): When Cultures Colide <http://www.utntyh.com/wp-content/uploads/2011/11/When-Cultures-Collide.pdf>

Jeswald W. Salacuse (1999): Intercultural Negotiation in International Business

Jeswald W. Salacuse (2003): The Global Negotiator: Making, Managing and Mending Deals Around the World in the Twenty-First Century

Michelle LeBaron, Culture-Based Negotiation Styles, <https://www.gevim.co.il/wp-content/uploads/2014/01/Culture-Based-Negotiation-Styles.pdf>

James K. Sebenius (2002): Hidden Challenges of Cross- Border negotiation, Harvard Business Review, MARCH. <HTTPS://HBR.ORG/2002/03/THE-HIDDEN-CHALLENGE-OF-CROSS-BORDER-NEGOTIATIONS>



The Handbook of Negotiation and Culture, 2004. Michele J. Gelfand Jeanne M. Brett, Editors  
STANFORD BUSINESS BOOKS

[http://www.unice.fr/crookall-cours/iup\\_cult/docs/Gelfand%202004%20Handbook%20of%20Negotiation%20and%20Cu](http://www.unice.fr/crookall-cours/iup_cult/docs/Gelfand%202004%20Handbook%20of%20Negotiation%20and%20Cu)

### Some useful online sources on cross-cultural negotiations:

- Business culture: <http://www.businessculture.com>
- Etiquette guide: <http://www.kwintessential.co.uk/resources/country-profiles.html>
- World business: <http://www.worldbiz.com/index.php>
- International Business Etiquette and Manners: <http://www.cyborlink.com/>
- Cultural, Historical, and Statistical Country Information  
<http://www.countryreports.org/people/aboutThePeople.aspx>
- Expatriates practical info: <http://www.expatexchange.com/>
- Gift giving by countries: <http://www.1worldglobalgifts.com/giftgivingetiquetteandcustoms.htm>



EUROPEAN CENTER FOR PEACE AND DEVELOPMENT OF THE UNIVERSITY FOR PEACE EST. BY UN

## Annex 1: Prof. Marjan Svetličič Ph.D. - A Short CV

**Current Position:** Professor Emeritus. In 2018 appointed full professor at the ECPD, University for Peace established by the UN. His courses have included: International Economics, International Business, Negotiations, Cross cultural negotiation, International Management. He has been teaching also at the Universities of Ljubljana (Faculty of Economics), University of Maribor, GEA College, Universities of: Trento, Sarajevo, Skopje and Rijeka and is frequently invited as a key note speaker at various international conferences.

**Previous Appointments:** Dean of the Faculty of Social Sciences (Ljubljana; 1997-2000); Visiting Fellow at the University of Reading, Department of Economics, Reading, UK, (1994); President of EIBA 2004, Vice president of EIBA 2005-2007; member of the Steering Committee of the Standing Group of the European Consortium for Political Research (ECPR;2006-2008), Director of the Research Center for Developing Countries (since 1998 Centre of International Cooperation and Development, Ljubljana; 1987-1990); Research Fellow at the Research Center for Developing Countries (Ljubljana; 1969-1990); Visiting Fellow at the Institute of Development Studies, University of Sussex, UK (1976-1977).

**Consultancy work for international organizations like:** UNCTAD, World bank-IFC, UNIDO, UNESCO, OECD Development Centre, IFC, UNDP, UN University Institute WIDER, OSCE and EU Commission like Evaluator of Phare ACE programmes (1997-99) and Asia Europe Foundation.

**Some selected examples of relevant professional work, consultancies, policy work, 'esteem indicators' etc.:**

**Past:** Member of Executive Board of the European Association of Development Research and Training Institutes (1988-90); Head of many international projects like UNDP on FDI in Yugoslavia; Coordinator of two Phare ACE projects on FDI, Vice chair of COST Action IS 0905 "The Emergence of Southern Multinationals and their Impact on Europe" (May 2010); member of TEPSA Board (2009-2011), member of the FP7 Advisory Group for International Scientific Cooperation (2006-2009).

**Current:** received; AIB-CEE Chapter award for outstanding contribution to international business discipline and practice in Central and Eastern Europe, **Golden medal for exceptional merits for strengthening the University of Ljubljana reputation** (2014), Life achievement award from the Faculty of Social Sciences (2015), Ambassador of Science of the Republic of Slovenia in 2002, Member of the Editorial Board of Economic and Business Review (2001-) and of Journal of International Relations and Development (1994-); Member of the Editorial Board of International Journal of Emerging Markets (Emerald Publishing), Member of the Advisory Board of Transnational Corporations (UNCTAD, Geneva), member of Editorial Review Board of Journal of International Business Policy (AIB official Journal).

### **Negotiations related experiences include:**

Negotiating as government representative at several international conferences like UNCTAD, G-77 and was principle negotiator for the establishment of Code of Conduct on Transnational Corporations. Consultancy for OSCE (Organization for Security and Cooperation, Vienna) for 2 courses for Ministry of Internal Affairs of Serbia in 2012, teaching permanently Negotiations at the Internationalization Academy (organized by Slovene Ministry of Economy, Ministry of Foreign Affairs, Slovenia ("Diplomatic Academy"), Chamber of Economy and Faculty of Economics, Ljubljana), Courses on negotiations for firms/institutions (Elvez, Unior, Iskra mehanizmi, Borsen, Mercator, Kolektor, Unior, EVN-Skopje, Neptun Skopje, Ernst & Young, Slovenian Sovereign Holding, Chamber of Medical Nurses, Slovenia, Slovene Ministry of Defence).

Teaching regular Negotiation courses at undergraduate and graduate level (MBA) at Faculty of Social Sciences and Faculty of Economics, University of Ljubljana (receiving the highest grades by students) MBA course in Skopje by FE, GEA college, Ljubljana and many international summer schools Universities of Ljubljana, and Rijeka.

He has been always assessed as the best teacher at the Internationalization Academy and got the highest scores for his courses for managers, for firms including those organized for many years by CISEF (Faculty of Economics Ljubljana) and for his regular graduate and undergraduate courses.

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**Annex 2:**

**EFFECTIVE AND FAIR NEGOTIATIONS IN WESTERN BALKANS**

**Developing your Skills and Negotiating Techniques**

**Belgrade, Terazije 41, 27 - 29 May 2021**

**(on-line participation is also possible)**

**REGISTRATION FORM**

1. Name and surname \_\_\_\_\_
2. Educational background \_\_\_\_\_
3. Specialty \_\_\_\_\_
4. Organization (name, address, phone) \_\_\_\_\_  
\_\_\_\_\_
5. Workplace or function \_\_\_\_\_
6. Address for correspondence (if different than the organization) \_\_\_\_\_  
\_\_\_\_\_
7. Phone \_\_\_\_\_ Fax \_\_\_\_\_  
E-mail address \_\_\_\_\_
8. Any previous training in negotiations  
\_\_\_\_\_  
\_\_\_\_\_
9. Any question/comment: \_\_\_\_\_  
\_\_\_\_\_
10. Do you prefer on-line participation in the Course: \_\_\_\_\_

**The registration form (in PDF) should be sent back to the address given below:**

European Center for Peace and Development (ECPD) UN University for Peace, Terazije 41, 11000 Belgrade, Phone: +381 11 3246 042, 3246 042, 3246 043, Fax: +381 11 3240 673, +381 11 3234 082, E-mail: [edlp@ecpd.org.rs](mailto:edlp@ecpd.org.rs) and [office@ecpd.org.rs](mailto:office@ecpd.org.rs)

The participation fee of **€ 985** should be paid through ECPD account **not later than 20 May 2021**. Regarding the payment instructions and issuing of invoice, please contact ECPD Financial Department, +381 11 3246 042, 3246 042, 3246 043, Fax: +381 11 3240 673, +381 11 3234 082, E-mail: [edlp@ecpd.org.rs](mailto:edlp@ecpd.org.rs) and [office@ecpd.org.rs](mailto:office@ecpd.org.rs)

Place and date \_\_\_\_\_

Course participant \_\_\_\_\_  
(Signature)