



Reading

Case Studies on Successful and Unsuccessful Negotiations (pg. 33)

Activities

2. Work in pairs. Role-play.

Possible answer:

Apple Representative (AR): "We've both spent too much time and money on these legal battles. The lawsuits are not only costing us millions but also distracting us from focusing on innovation. We propose that we settle this case out of court".

Samsung Representative (SR): "I agree that the legal costs are escalating, and it's affecting both our businesses. However, we believe our technology is unique, and we want to protect our intellectual property".

AR: "We understand the importance of intellectual property. What if we agree to license certain patents to each other? That way, we both protect our innovations while avoiding further litigation".

SR: "That sounds reasonable, but we also want assurance that future innovations won't lead to similar conflicts. How about we create a clear framework for future collaboration, allowing us to avoid any further misunderstandings?".

AR: "That's a fair point. We're open to establishing clearer guidelines for future patents. Let's draft a framework for patent use and collaboration moving forward. This will help both of us avoid unnecessary legal action in the future".

SR: "Agreed. By settling now and creating this framework, we can save on legal fees and focus on competing in the market through innovation rather than in courtroom".

AR: "Great, we'll have our legal teams work on a draft agreement. This way, we both protect our businesses and reputations, and we can get back to focusing on technology and growth".

Listening

Simulated Negotiation (pg. 34)



Answer Key

Activities

1. Work in pairs. Role-play.

Possible answer:

Company Manager:

"Thank you for meeting with me. We need 500 units of your product for an upcoming project, but our budget is a bit limited. Would you be willing to lower the price a bit if we guarantee future orders with you? Also, we're working on a tight schedule and would need the products delivered in two weeks. Is that something we could work out?"

Supplier:

"I appreciate your interest in our product, but we've recently had some cost increases, so lowering the price too much would be difficult. However, I'm open to negotiating. If you're looking for a long-term partnership, I could offer you a small discount on future orders. Regarding the delivery time, two weeks might be challenging, but we could manage it for an additional cost. Alternatively, if you extend the timeline to three weeks, we could stick with the regular price."

Company Manager:

"I understand your position on costs. While we do need the products quickly, I think extending the delivery time to three weeks is manageable. As for the future partnership, I agree that if this project goes well, we can discuss more orders in the future. Could we agree on a 5% discount for this order if we move forward with a longer-term relationship?"

Supplier:

"That sounds fair. I'm happy to offer a 5% discount on this order with the potential for more business down the road. Let's aim for delivery in three weeks, and I'll make sure to prioritize future orders if they come through."

Company Manager:

"Great! I think we've found a solution that works for both of us. I look forward to working with you."

Supplier:

"Likewise. I'll send over the revised contract with the updated terms."

Professional Challenge

In this scenario, I would first gather information about the other party's priorities, using active listening to uncover their needs. I'd propose a solution that balances both sides,



Answer Key

perhaps offering flexibility on delivery times or suggesting a future partnership to reduce costs. Throughout, I'd maintain a professional tone and emphasize collaboration, ensuring the negotiation doesn't become adversarial. If needed, I'd be willing to compromise in areas less critical to my own goals, ultimately striving for a win-win agreement.

As the Company Manager, I would start by addressing the budget constraints and suggest a compromise: "Would you consider lowering the price if we agree to a longer-term contract?" I'd actively listen to the Supplier's response and propose extending the delivery timeline to meet both our needs. If the supplier offers a discount for future orders, I'd agree to that as a fair solution and express openness to further collaboration, ensuring both sides leave the negotiation satisfied.

Speaking

Role-play in a Negotiation Scenario (pg. 36)

Activities

2. Work in pairs. Role-play.

Possible answer:

Client: Thank you for meeting with me. We're a new start-up, and we need a complete brand identity package. We need a logo, social media banners, and business cards. However, we have a tight budget of \$2,000, and we need everything completed in 4 weeks. I know this might be a bit lower than your standard rates, but is there a way we could make this work?

Freelance Designer: I appreciate the opportunity! Normally, for the services you're asking, my rate would be \$3,000, and I typically work with a 6-week timeline to ensure quality. However, I understand your constraints. To meet your budget of \$2,000, we could either reduce the number of deliverables or extend the timeline a bit. For instance, we could do fewer social media banners, or I could prioritize the logo and business cards first, with the banners delivered a bit later. How does that sound to you?

Client: I see, that makes sense. We really need the logo and business cards done on time for an upcoming event, so we can't extend the timeline for those. But we're flexible with the social media banners. How about this: you complete the logo and business cards within 4 weeks, and we can receive the social media banners two weeks later. Does that help with the price?



Answer Key

Freelance Designer: Yes, that would definitely help. If we push the social media banners to six weeks, I can bring the total price down to \$2,500. Would you be able to stretch the budget a bit to meet that, or would you like to reduce the number of banners further?

Client: Well, I think \$2,500 is doable if the quality is guaranteed. Let's keep the number of banners as planned, but we'll be okay with the later delivery. I'll confirm with my team, but I think we're close. Can you send me a detailed proposal by tomorrow?

Freelance Designer: Absolutely! I'll send you a proposal with the updated timeline and price by tomorrow. Looking forward to working with you.

Writing

Negotiation Briefs and Summaries (pg. 38)

Activities

3. Writing Task.

Possible answer:

Negotiation Brief

Objective:

Our company aims to establish a strategic partnership with [Partner Firm] to enhance market reach, leverage each other's strengths, and drive revenue growth. We hope to create a mutually beneficial agreement that allows both parties to capitalize on new opportunities in the [industry/market].

Key Points:

1. Initial Offers:

- Our company proposes a joint marketing campaign to promote both brands, utilizing our existing distribution channels to expand product availability.
- We are offering an exclusive access agreement for our [product/service] to be co-branded under the partnership.
- We suggest a revenue-sharing model where profits are split 60/40 in favor of [Partner Firm] for the first six months to incentivize a strong launch.



Answer Key

Concessions:

1. We are willing to extend the initial revenue-sharing model beyond six months if market conditions do not meet our projected targets.
2. We are open to covering a portion of the marketing expenses, up to 30%, to ensure a successful partnership launch.
3. We can grant [Partner Firm] a limited-time exclusivity in specific markets to strengthen their brand presence in those regions.

Next Steps:

1. A follow-up meeting will be scheduled within two weeks to discuss [Partner Firm]'s feedback on our initial offer.
2. If terms are agreeable, we will draft a preliminary partnership agreement to outline the scope of collaboration.
3. Both legal teams will review the agreement, and a final meeting will be held to finalize the partnership details and sign the contract.

Culture

Negotiation Styles in Different Cultures (pg. 39)

Video

Mastering Cross cultural Negotiations Video Understanding the sources of Cultural Differences

1. The negotiation is compared to an iceberg because there is a small amount you can see and a lot that is hidden underneath the surface.
2. When you are negotiating, you can see the other party's behavior. You can directly observe how a person acts, the way they speak, the things they say, and their arguments. What is underneath is who they really are—why they are acting that way, why they are saying those things and making those arguments.
3. Some examples of hidden factors that can influence a person's behavior during negotiation are attitude, values, assumptions, traditions and beliefs.
4. The USA is typically a pretty individualistic country—a competitive, "me first" culture, although this is not absolute. Not every American is like that, and not all aspects of USA culture are that way. On the other hand, several East Asian cultures are considered more collectivist. There is great concern for getting along and cooperating.
5. Western cultures are more egalitarian, whereas the East is more hierarchical.



Professional Challenge

Project: Investigating the Asian Market and Negotiating Fabric Purchases (pg. 41)

1. Market Research.

- Target market: Vietnam, known for its textile industry and competitive pricing.
- Key players:
 - Vinatex: a state-owned textile corporation.
 - Tan Cang Saigon: a large textile manufacturer.
 - Hanoi Textile Corporation: a leading textile producer.
- Market trends:
 - Increasing demand for sustainable and eco-friendly fabrics.
 - Growing interest in traditional Vietnamese textiles like silk and linen.
 - Rising popularity of functional fabrics with moisture-wicking and antimicrobial properties.

2. Fabric Sourcing.

- Requirements:
 - Natural fibers like cotton, linen, or silk.
 - Soft, breathable textures.
 - Sustainable production methods.
 - Colors: neutral tones (white, beige, gray) with pops of vibrant hues (blue, green, yellow).
- Suppliers:
 - Dong Nai Textile Corporation: offers a wide range of cotton fabrics.
 - Bac Giang Textile Corporation: specializes in linen and silk textiles.
 - EcoTex Vietnam: provides sustainable and organic fabric options.
- Samples:
 - Request samples of various cotton, linen, and silk fabrics in different colors and textures.



Answer Key

- Evaluate the samples for softness, breathability, and overall quality.

3. Negotiation.

- Goals:
 - Secure competitive pricing.
 - Negotiate minimum order quantities.
 - Establish reliable delivery timelines.
 - Ensure quality control standards.
- Negotiation points:
 - Bulk discounts for larger orders.
 - Flexible payment terms.
 - Potential for customization or private labelling.

4. Final delivery.

- Report:
 - Summarize findings on the Vietnamese textile market.
 - Discuss supplier selection and negotiation process.
 - Analyze fabric samples and recommend the most suitable options.
 - Provide cost analysis and pricing information.
- Recommendations:
 - Partner with Dong Nai Textile Corporation for cotton fabrics due to their competitive pricing and quality.
 - Explore Bac Giang Textile Corporation for premium linen and silk textiles.
 - Consider EcoTex Vietnam for sustainable and organic fabric options.
 - Negotiate for longer payment terms to improve cash flow.
 - Implement quality control measures to ensure product consistency.

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Introduction	Clearly defines the project context, objectives, and importance of the	Defines the project context and objectives clearly but could provide	Provides a basic definition of the project but lacks some	Introduction is vague and lacks context or clear objectives.



Answer Key

	Asian market with strong, relevant details.	more depth or relevance.	clarity or detail.	
Objectives	Objectives are clearly articulated, measurable, and align well with the project's purpose.	Objectives are defined and mostly align with the project's purpose.	Objectives are stated but may lack clarity or alignment with the project's purpose.	Objectives are unclear, incomplete, or missing.
Market Research & Steps	Thorough and detailed steps are provided, including market research and negotiation processes, demonstrating depth of understanding.	Steps are provided with good detail, though some areas could use further elaboration or precision.	Steps are outlined but lack depth or key details are missing.	Steps are incomplete or poorly articulated, demonstrating a lack of clear planning.
Supplier Analysis	Comprehensive analysis of potential suppliers, including quality, reliability, and sustainability.	Adequate analysis of suppliers, with most relevant factors considered.	Limited analysis of suppliers, missing some key factors.	Minimal or no supplier analysis provided.
Negotiation Strategy	Detailed and well-researched negotiation strategies considering cultural aspects.	Negotiation strategies are described but may lack depth or consideration of cultural factors.	Some negotiation strategies are mentioned, but without detail or cultural consideration.	Negotiation strategies are vague or missing.
Clarity & Structure	The project is exceptionally well-structured, with clear flow and logical	Structure is clear, though some areas could be more logically organized.	Structure is somewhat disorganized or lacks logical flow.	Poor structure, with no clear flow or logical organization.



Answer Key

	organization throughout.			
Depth of Analysis	Shows in-depth analysis and insight into the Asian market and negotiation challenges.	Demonstrates good analysis but lacks some depth or insight.	Analysis is basic with limited insight into challenges.	Analysis lacks depth and shows minimal understanding of challenges.