



Distance learning postgraduates in:
**EUROPEAN BUSINESS ADMINISTRATION
ADVANCED NEGOTIATION TECHNIQUES**



INSTITUTE FOR EUROPEAN BUSINESS ADMINISTRATION

EUROPE.



Dessiné par Adolphe Stiéglitz.
Gravé par G. Debes.

Echelles
Mètres
Lignes anglaises
Lignes d'Espagne



Why a degree in European Business Administration?

Today's career planning requests continual training as corporations have become more and more demanding of their personnel. Securing particular skills is an unquestionable advantage for promotion or recruitment on the current job market.

IEBA's distance learning programme in European Business Administration has been set up following a survey whereby international entrepreneurs were asked which particular skills European managers should have. This survey made it painfully clear that their demands for graduates who can cope with the new European economic entity are not met.

The unique curriculum of the programme in European Business reflects the particular needs of the corporate world. IEBA's postgraduate programme highlights the emerging opportunities for international and local enterprises on the old continent. The EU is the world's leading exporter of goods: almost a fifth of the world total; it also constitutes the world's leading exporter of services: nearly a quarter of the world total. The postgraduate programme in European Business Administration is the only programme today that focuses on developing the expertise to participate in and take advantage of the European internal market.



Participants will **enhance their career prospects considerably** by getting exceptional access to and incisive insights into the commercial implications of the European internal market. They will acquire **expert knowledge** of business opportunities in the European Union and they will fully **master all the EU regulations** relating to the business environment. The programme offers a remarkable opportunity for graduates to respond professionally to the demands of the international business community and is considered a springboard to an international career. It is accessible to most graduates, Bachelors and Masters, and professionals.

Foreknowledge of European affairs is not required. Courses focus on the practical aspects of everyday management and marketing: European Trade Law, set-up of joint ventures, investment opportunities within the EU, fiscal implications of the internal market, free movement of capital and goods, international tenders, EU subsidies, export support, etc.

The exceptional set-up of this programme has been made possible by a strong and extensive network of privileged contacts we maintain with Euro-officials and leading businessmen.

EXCEPTIONAL REFERENCES

Our alumni, from both the European Business Administration and Negotiation programmes include EU experts, sellers and buyers, managers, politicians, diplomats, lawyers, ambassadors, politicians; civil servants and trainees from international organisations such as the European Commission, the European Parliament, the European Investment Bank, the Council of Europe and NATO.

Courses

Courses are offered in English. After succeeding in the exams, students are awarded the Postgraduate Degree in European Business Administration. For tuition fee and application deadline see the application form.

THE SINGLE EUROPEAN MARKET

The primary focus of this course is on providing practical insights into the consequences of the Internal Market. Topics include analysis of regulations with their most salient economic, fiscal and commercial implications for international entrepreneurs and free movement of goods, persons and services in the single market. Furthermore, the “mutual recognition” principle is highlighted.

Coping with customs: although the EU is a customs union, its rules are administered by different national authorities, leading to different handling of many customs. This course will address how pan-EU custom issues are handled by the European Commission and various EU Member States, and how companies approach uniformity issues affecting the importation of their products into the EU.

The European Monetary Union and the Liberalisation of Capital Movements will also be considered together with the European financial and monetary integration.

The role of the European Central Bank and the Euro currency; financial integration, free movement of capital and the establishment of a financial service market in the EU member states will be examined. Finally the implications for the private sector are assessed and illustrated by case studies.

DOING BUSINESS IN EUROPE

Analysis of the overall EU Business environment and the information market for entrepreneurs. Comprehensive coverage of virtually all aspects of setting up and running business operations in Europe - from the different types of business entities to starting up, sourcing out of products or services, business partnerships, technology transfers, tax to workforce or import regulations. Building up networks, looking for distributors, agents and partners; tax incentives, EU subsidies, international tenders, the European Investment Bank, the Centre for the Development of Industry. Investor’s considerations on a managerial/legal and accountancy level within with a pan-European perspective.

Useful information channels. Analysis of business opportunities in the EU member states. The importance of EU networks in developing commercial relations. Role, development and strategies of Small and Medium-sized Enterprises (SMEs) in the unified European market (e.g. location, finance, marketing, research and development). The position of SMEs in the new economic environment, including considerations relating to distribution, supply and franchise relationships.

Relevant EU agencies, financial aid, SME programmes, funding and consultancy for the private sector. EU intellectual property rights regulation. Lobbying the EU: insights into how professional lobbyists work, what their role is and how they interact with their clients to influence EU decision-makers.

EUROPEAN UNION TRADE LAW

Theoretical and practical knowledge regarding rules which govern competition within the single market is revealed. Participants will gain insight into trade restrictions and quota's for international companies investing in the EU. Problems related to distribution, state aid, intellectual property and horizontal agreements are reviewed, as well as the abuse of dominant positions and concentrations between undertakings. In addition, the course focuses on the economic and legal issues underlying case law, which are illustrated by case studies, and on the implications these legal issues carry for multinational companies (Boeing, Microsoft, etc.).

Discussions are held regarding important developments involving antitrust cases, particularly those that are cross border in nature. What issues should European and international / foreign companies consider when making investments or acquisitions in the EU? What antitrust rules will have an impact on proposed mergers?

THE EU POLICIES

The history of European integration, decision making processes, institutional frameworks, treaties and commercial policy as well as the competences of the EU are elucidated. This course can also be considered as a thorough preparation for EU recruitment examinations.

NEGOTIATION TECHNIQUES AND INTERCULTURAL COMMUNICATION

This course gets into all the crucial aspects of business negotiations: conflict resolution, power relations, building up an effective negotiation strategy, tactics dealing with deadlocks, achieving goals and making concessions, quick deals, flexible approach, limited authority, team negotiating, bargaining power, etc... This practical course features numerous case studies including exceptional contributions from EU top officials.

Finally, an intensive study of bargaining in an intercultural environment is proposed. Emphasis lays on European, American and Asian countries: their business philosophy and negotiation cultures are assessed. This course is identical to the postgraduate in advanced negotiation techniques.

RESEARCH SEMINAR

Students are required to write a short thesis of around 25 pages on a course-related subject. It can be written in cooperation with an international firm that has an office in Europe.

Comments from alumni

"During my job interview we kept on speaking about what I had learned at the Institute... I can't tell you how much I've used what I've been taught."

L. SHAVER

"The programme, professors and subject matters exceeded my expectations. A very well organised programme, intelligently run. I would recommend it."

R. UBELHART

"... more challenging than I expected, but therefore also more valuable."

M. BYMAN

"... a very well prepared programme, covering a great deal of material ranging widely in scope. The faculty presented us with unique insight, probably not available elsewhere."

G. ISIDRO

"based on and aimed at situations in the real world...courses are easy to read and use as a kind of manual...simply things one just has to know"

G. VAN LINT

Faculty

Each year, an exceptional group of experts, professors, businessmen and high ranking Euro-officials are brought together to prepare the courses. Faculty of previous programmes included professionals from the following prestigious organisations:

- the European Commission
- the European Parliament
- the KBC Bank
- Toyota Motors Europe
- Pricewaterhouse Coopers
- the University of Leuven
- the European Investment Bank
- the National Bank of Belgium
- Baker & McKenzie
- the College of Europe
- Sidmar Steel
- the Institute for Public Administration of Maastricht
- Dun & Bradstreet International
- UNIZO International
- Samsonite

All faculty members are renowned in their fields of expertise. They provide exceptional insights into and analysis of the different topics. Their daily exposure to international business guarantees a practical approach to the courses. This has undoubtedly contributed to the success of the programme.



Distance Learning

The programmes in European business administration and in advanced negotiation techniques can only be followed through distance learning. While the time-consuming character of traditional education may inflict enormous pressure on professionals, non resident-programmes easily allow our students to combine career and study.

Students obtain their postgraduate degree at the Institute without having to leave their homes. For each course, a comprehensive syllabus and extensive reading materials are provided together with a description of the performance requirements. The course material is designed so you don't need any background in European affairs or negotiation techniques. Students are not left alone to figure out what to do. A team of experts is at their disposal at all times to answer questions by mail, fax or telephone. Students are contacted regularly by the faculty, which will guide and assist them.

Each student chooses his own pace of study and can pursue his degree at home in a period from 6 months up to 24 months or 2 to 5 months for the negotiation certificate. When he feels ready, a student can take examinations or present a paper for one or different courses. This flexibility allows students to combine this study with other courses or with a professional activity. Graduates can also make use of the job placement service.

If you have any questions do not hesitate to contact us!

Job placement

The Institute's job placement service assists all alumni who wish to explore career possibilities in Europe. This service is at the disposal of our graduates, free of charge.





Negotiation Programme



“People faced with upcoming negotiations often seek advice. Invariably, many if not most of their questions have a tactical slant: ... Should I make the first contact? ... Make the first offer? Start high? Concede slowly? Settle the easy issues first? Act conciliatory, though, threatening, or as a joint problem-solver? Arrange for a hard-hearted partner? Look for self-serving rationales or objective principles? ...”
(FROM W. BRESLIN, J. RUBIN, NEGOTIATION THEORY AND PRACTICE)



Certificate in Advanced Negotiation Techniques

IEBA has a broad experience in the development of negotiation techniques and trains professional negotiators such as politicians, managers, lawyers, high ranking civil servants, European Union experts, diplomatic personnel and even ambassadors!

Based on this remarkable experience, IEBA has developed a unique postgraduate distance learning programme (see supra the chapter Distance learning) to perfect the participants' negotiation techniques. This flexible short term non- resident programme, 2 to 5 months, allows our students to combine their professional activity with the negotiation programme and study at their own pace. It is specially designed to improve and refine bargaining skills in a highly competitive multi-cultural environment.

The course material is in English and evolves around the practical applications of the latest negotiation strategies and tactics. You learn from the very best: from the Harvard Negotiation School to Kissinger or Karras (who trains most of the Fortune 500 executives!).

It also the only programme including exceptional contributions from ambassadors and top EU officials: Directors; Directors-General.

The practical and pragmatic approach guarantees participants inside information concerning the most advanced and recent negotiation techniques, brought alive through numerous case studies. This exceptional course gets into all the crucial aspects of the bargaining process : conflict resolution, power relations, deadlocks, threats, concession making, etc... The postgraduate will undoubtedly radically alter your views about the negotiation process.

The best way to describe the programme is to quote some high level diplomats, experts to the EU and communication consultants who already participated :

“...very valuable and useful guidelines ... you definitely have a head start against people who don't master these techniques ... it changed my perspective ...the examples and case studies are illuminating”

More than 95% of our alumni indicated this unique course definitely provided an immediate return on their investment. Upon completion of an exam or paper, participants are awarded the Certificate in Advanced Negotiation Techniques.

Dr. Pierre Heyndrickx
Director



Programme

“There is a misconception that what you don't know can't hurt you. In business negotiating, what you don't know can kill you”

FROM ACUFF (F), HOW TO NEGOTIATE ANYTHING WITH ANYONE IN THE WORLD, 1997.

- Realistically setting and achieving your targets
- Opening offers
- Dominating the talks by setting and controlling the agenda
- The different negotiation modes (cooperative, competitive, personal, institutional, organisational)
- Defensive and offensive strategies, how and when to use them
- Strengths and weaknesses from negotiation teams
- The power of informal talks
- Package deals
- The inside-out tactic
- Using deadlines: when and how
- How to act on ultimatums
- The low profile approach: using the other side's objectives to attain your goals
- The high profile approach: dangers and advantages
- Beware of assumptions
- How flexible can you be?
- The art of concession making
- List of powerful and persuasive arguments
- Shifting power relations
- Personal versus institutional negotiations
- Internal versus external negotiations
- Group-to-group negotiations
- Divide and rule: looking for allies and using them
- Variations to the good/bad cop tactic
- How to change the « rules » to get what you want
- Walking away and coming back without losing face
- BATNA's, the basis of every bargaining process
- How to handle deadlocks
- Dealing with unreasonable demands and threats
- Managing conflicts
- Risk taking and authority
- How to handle and use “escalation” to your advantage
- Building up arguments: the danger of overselling
- Power-related issues: legitimacy by using facts, statistics, expert reports
- Dealing with different negotiation cultures/personalities
- Lessons from the oriental approach: Confucius and “The art of War”
- Keeping the initiative
- Managing a crisis
- Insecure contracts, keys to consistent and lasting deals
- Tactics: auction and reverse auction, the disarmament tactic, the “must do better” tactic, the multi-step procedure, “no manoeuvrability”, ...
- Perfect timing : when and how to effectively close the deal
- Techniques that neutralize “surprises” or “ambushes” from the other side
- Read your opponent like a book, unveil hidden meanings in conversations, and analyse your opponent's nonverbal behaviour
- The win-win approach
- Post-settlement negotiations
- Setting up a negotiation data base
- Case studies

Application form



Copy or cut this form and sent to IEBA, Papegaaistraat 76, 9000 Gent, Belgium. Inscription fee includes all courses and reading material.

Tuition fee has to be transferred within 7 days after inscription on account number n° 123-6800224-75, OBK Banque, Graaf Van Vlaanderenplein 10, 9000 Gent, Belgium, IBAN code BE05 123-6800224-75; BIC: OBKBBE99.

Tuition fee Negotiation programme:

- unemployed, student, trainee, employee: € 195 incl 6% VAT.
- companies: € 295 incl 6% VAT.

Tuition fee postgraduate in European Business Administration:

- € 685 incl 6% VAT for unemployed, student, trainee, employees.
- € 885 incl 6% VAT for companies.

Name, first name : _____

Permanent address : _____

Is your tuition fee paid by your employer: yes no

Tel (and mobile) : _____

e-mail : _____

Profession : _____

Diploma : _____

All cancellations must be sent within 7 working days after inscription by registered post or inscription fee will otherwise be charged. Any dispute the present inscription might give rise to false within the exclusive competence of the court of Gent, Belgium. The Belgian law shall apply.

Signature, _____ Date, _____

IEBA, Papegaaistraat 76, 9000 Gent, Belgium
tel. +32 (0)479 86 65 57 (2-6pm), fax +32 (0)9 224 49 73
HR Gent 164447, VAT BE0586959965
IBAN code BE05 123-6800224-75; BIC: OBKBBE99

The information in this brochure is subject to change.





INSTITUTE FOR EUROPEAN BUSINESS ADMINISTRATION

Institute for European Business Administration
Papegaaistraat 76
9000 Gent, Belgium

tel. +32 (0)479 86 65 57 (between 2-6pm)
fax +32 (0)9 224 49 73

info@ieba-edu.eu
www.ieba.be