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Business negotiation integrating practical techniques and theoretical insights

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Proposal Idea

1. Proposed title, author name and date

“Business Negotiation: Integrating Practical techniques with Theoretical Insights” Karl Bolton and Waqar Abbasi

2. Book description

The subject of the book includes providing an understanding of negotiation approaches, strategies and techniques for the reader to gain skills and knowledge in this field. With around 8,000 words for each of the ten chapters totalling 80-100,000 words (or 300 words per page), these would also incorporate business, sport and political based case studies and exercises for students to undertake from sources such as from Dispute Resolution Research Centre (DRRC) and Negotiation and Team Resources (NTR).

The content would allow for a more in-depth explanation and analysis of not just how to negotiate, but also a wider thinking that includes active listening, presentation techniques, building rapport, understanding how to deal with international cultures and dealing with conflict. The book would use a diverse selection of contributors, texts, references, images, and case study examples to ensure that the content is diverse and representative with an ethically responsible research approach.

Elevator sales pitch

Although there are numerous books on debating and negotiation, these publications are mainly written to provide employees with ‘sales and deal making’ techniques. This book delves into such applications but further to this, also identifies, through theoretical models, the psychological reasoning and strategies behind why these practices work.

This approach would be novel within an academic context, providing practitioners with negotiation strategy lesson content to develop students’ skills. The book would incorporate case studies and exercises alongside theories and practical examples within each chapter all to aid learning.

There seems to be an increased interest in developing negotiation skills across various universities and curricula in recent years and although it would primarily be aimed at level 5-6 business students, many courses such as industrial relations, law, organisational psychology and politics would also benefit from its contents with negotiation being embedded within these programmes and disciplines.

As Stephen Twigg, a previous Shadow Secretary of State for Education highlighted, private school pupils are more likely to practise debating than state schools, with fee-paying schools disproportionately represented in positions of wealth and power within the UK (Huffpost 2012). This book will offer young people the skills to affectively negotiate which will aid them to achieve their full potential and compete with their privately educated peers for the best jobs. Any university whose main target market are state educated students could and should offer a negotiation-oriented module.

Furthermore, according to Prospects (2023), 77% of global employers are having difficulty recruiting and employers are struggling to find employees with skills such as affective communication and leadership which all require the ability to negotiate. Of the 63 UK prime ministers, Eton has produced 20 and Oxford or Cambridge 44, which is 70% of all prime ministers, and all these establishments pride themselves as debating centres of excellence.

References

Huffpost. (2012) *Stephen Twigg: Give All State School Students Debating Lessons, Says Twigg* [online]. Available at: https://www.huffingtonpost.co.uk/2012/05/23/stephen-twigg-state-school-students-debating-lessons_n_1539572.html

Swain, R. (2023) Prospects - What skills do employers want? Website. Available from <https://www.prospects.ac.uk/careers-advice/applying-for-jobs/what-skills-do-employers-want> [Accessed 1st Feb 2024].

3. **Keywords**

- Negotiation strategy
- Negotiation techniques
- Structuring an argument
- Conflict management skills
- Communication approaches
- Building rapport
- Building active listening skills
- Communication strategies
- Presentation delivery skills
- Managing yourself and others
- Managing emotions
- Dealing with international cultures
- Managing diverse personalities

4. Table of contents

The structure of the book is broken down into three sections to provide a logical flow of learning strategy.

Negotiation techniques

1. Negotiation Techniques and Strategy
2. Structuring the Argument
3. Conflict Management Skills

Communication approaches

4. Building rapport to assist negotiations
5. Building active listening skills
6. Communication strategies to develop negotiation skills
7. Presentation delivery skills to best sell an idea

Managing yourself and others

8. Managing emotions to affectively build relationships
9. International cultures and multi-cultural communication strategies
10. Managing diverse personalities in negotiations

5. Chapter abstracts and keywords

5.1. Negotiation Techniques and Strategy

Negotiation is a process of bargaining, and this chapter discusses the negotiation continuum and the negotiation process (Prepare and plan, Discuss and argue, Propose, Bargain and Close). These approaches allow negotiators to understand that with the right preparation, anyone can develop their negotiation skills. Furthermore, the chapter provides techniques and academic insights into how to negotiate, as well as explains the BATNA Theory (Best Alternative to a negotiated agreement) and the 'Zone of Possible Agreement' Theory which are both designed to negotiate advantageous alternatives if negotiations struggle to achieve an agreement. These skills enable users to boost their influence at the bargaining table, build trust with their counterpart and increase the odds of negotiation success for beneficial long-term results. Case studies will be presented and discussed to identify negotiations that have both been successful and unsuccessful and why this was so. The chapter also explains the difference between value distribution, value creation and integrative negotiation as well as how to effectively engage in an integrative negotiations or mutual-gains approach to negotiation.

5.2. Structuring the Argument

This chapter explains how to structure an argument using premises and reasoning, be able to offer and plan a counterargument and how to deliver a rebuttal all in a professional and convincing manner. It introduces the 'Nine ways to construct a compelling argument', including keeping it simple and using evidence and incorporates examples of how to use the 'Seven C's' of building an argument including clarification of thinking and constructing a claim. The chapter will offer example exercises in debating games, suggest possible topics to use such as 'are ghosts real' and how to integrate talking games into the classroom which are all designed to encourage discussion in identifying unreliable premises and explain how argument strategies by example, authority, causal, and analogy can be made. There will be various examples of politicians and leaders providing great debates, arguments and rebuttals including Barrack Obama who uses a professional and well-planned approach to challenge the oppositions viewpoints. Throughout the chapter, the text will consider core skills and an academic outlook to debating including incorporating critical thinking and restructuring knowledge.

5.3. Conflict Management Skills

This chapter discusses how to manage conflict in its forms (Task, Process and Relationship) and explains the usual conflict process, using Pondy's conflict process model which incorporates the possible opposition variables, how a personality can impact the level of conflict, the methods of handling conflict and finally, the behaviour and outcomes of this all within a negotiation situation. Introducing this process can assist in providing an understanding of how to manage and preferably avoid these situations within negotiations. Furthermore, examples and case studies of conflict handling and conflict resolution are included along with techniques on how to resolve conflict and understanding how to manage emotions and mindset to understand blame, justification, ownership (accountability of choices), learning to ask and listen and managing boundaries and rules to create a foundation of trust.

5.4. Building rapport to assist negotiations

The chapter discusses techniques on how to deal and build a rapport with audiences and clients from research including mutual attentiveness, positivity and coordination as well as explaining the Three Negotiations Concept Theory of content, process and relationships to aid this rapport building. Furthermore, it discusses how body language and gestures contribute to the unspoken part of communication and how these reveal our true feelings and give our messages more impact. For example, facial expressions, movements of arms and legs, how to stand and the space you take all provide adaptors, regulators, and emblems. The chapter also identifies the seven nonverbal cues such as eye contact, tone of voice, gestures and posture and shows how they all contribute to communicating a message. The Albert Mehrabian theoretical rule of 7-38-55 is introduced along with the theory of 'five C's' of body language (context, clusters, congruence, consistency and culture). Furthermore, case studies and examples that identify how posture aids the perception of dominance in meetings and negotiations are discussed (expansive postures, standing with their legs spread and hands on hips, or sitting upright with elbows pointed out).

5.5. Building active listening skills

This chapter discusses the steps to effective listening to maximise the impact of the negotiation and being able to resolve conflict and challenges during this process. This incorporates a critical evaluation of the 'seven active listening techniques for better communication' including being fully present, showing interest and noticing and using non-verbal cues. These are incorporated into detail on how to build influence within negotiations and the art of persuasion strategies. Furthermore, research concluding that most people overrate our listening skills as well as research explaining how to 'de-centre' to be fully present is discussed. Case studies are used to identify the benefits of active listening e.g., people feel more understood, and it strengthens relationships by considering different perspective and empathy. There are suggested assessments to test individual active listening effectiveness as well as how to improve their active listening techniques. This is aided by providing details on the 'cone of learning' and how listening well can aid knowledge and understanding.

5.6. Communication strategies to develop negotiation skills

This chapter discussed the communication and perception process using Berlo's model of communication which details the manner of communication including the sender, message, channel, and receiver (and how it assists negotiation). Examples and case studies of how the brain scans and filters information and how to overcome barriers to communication are explained as well as how to teach our brains to recognise important signals and manage unconscious bias and influencing perceptions. Furthermore, 'Inattentional blindness', the failure to notice a visible but unexpected object, is introduced with case studies to highlight the importance of not presuming in negotiation e.g., find out the facts and have an open mind.

This detail is then linked back to the process of understanding, considering and defining while negotiating including the importance of and how to build general knowledge, consider the opposition, the importance of repeating the points made and defining conclusions. This is combined with discussions on Power Dynamics Theory, Group Think Theory and cultivating a high-performance team to achieve negotiation excellence.

5.7. Presentation delivery skills to best sell an idea

The chapter provides presentation advice and techniques to understand how to 'sell' an idea in a single sentence (Elevator Pitch Theory) including incorporating a core message and value proposition, being able to connect with people's emotions and to deliver a message with passion.

Furthermore, it provides tips for delivering presentations well including having a 'positive' posture, making sure presentations are visually appealing and creating a dynamic visual story rather than reading from slides. Suggestions are provided on how to develop a persuasive delivery style such as avoiding inappropriate verbal mannerisms and delivering at a pace, including pauses, to maximise the communication messages effectiveness. Examples indicating the importance of eye contact and involving the audience to identify how the presentation is being received by the audience are also included. The text discusses the dangers of anchoring bias

(tendency to rely on initial information received regardless of its accuracy) and provides examples and academic techniques of how to manage this thought process.

5.8. Managing emotions to affectively build relationships

The chapter identifies the background to various emotions and explains how these can play a role in interpersonal relations and negotiations. The Lazarus' Cognitive Appraisal Theory and James-Lange Theory of Emotion are explained with case studies and exercises to identify how negotiators can manage emotions well to achieve positive results. Emotional intelligence and managing emotional skills and strategies are identified and explained along with how these are important when dealing with international clients and teams. This chapter's aim is to assist in building self-confidence skills for negotiators in a global world.

5.9. International cultures and multi-cultural communication strategies

How to learn, understand and consider various approaches when dealing and negotiating with people from around the world is increasing important in a global economy. This includes male and female traits, power distances and collectivism versus individualism that could all be more dominant in certain cultures. This chapter introduces Geert Hofstede model as well as work undertaken by Andy Molinsky on Global Dexterity which involves identifying and overcoming challenges of cultural behaviour. Furthermore, identifying cultural mentors to minimise cultural mistakes and enhancing and adapting behaviours to be in line with a culture's expectations are all discussed as are explaining the importance of The Honour Culture and Face Theory culture within negotiations. As well as the academic discussion, case studies of negotiations that have been successful and unsuccessful are analysed, to identify the complexities and challenges of dealing with international cultures.

5.10. Managing diverse personalities in negotiations

Debate etiquette and the ability to focus on the ideas and not personalities as well as being able to disagree without being disagreeable are important skills in today's working environment. The various leadership and management theories are discussed in this chapter including democratic, autocratic and laissez-faire as well as Trait Theory study model which provides management attributes and characteristics to assist in dealing with difficult people and identifying personality types and managing these within negotiations. Case studies provide an emphasis on how leadership theories can assist the negotiation process with examples of how these approaches were successfully impactful. Details of the characteristics of becoming an effective manager of people and negotiating with clients from a variety of backgrounds and personalities are explained (using the RIASEC personality approach and Eysenck's Personality Theory) with appropriate case studies and examples. The chapter also analyses how to create a high-performance team and environment to stimulate strong cultures, values and norms. These all contribute to employee involvement and commitment to achieve high levels of performance through teamwork and autonomous working. By building a culture of trust, transparency and lifelong learning, employees are engaged, motivated and understand the company values which all aid a skilled and driven team to negotiate to the best of their abilities.

Further detail of each chapter's sections

1. Negotiation Techniques and Strategy

- Prepare and plan in negotiation
- Discuss and argue tactics
- Propose deals and strategies
- Bargain within negotiations
- Closing a deal
- Zone of Possible Agreement Theory
- Reservation Price Theory

2. Structuring the Argument

- Counter argument strategies
- Rebuttal skills and approaches
- Identifying unreliable premises (points made)
- Arguments by example strategies
- Arguments from authority
- Arguments about causal
- Arguments by analogy
- Deductive arguments

3. Conflict Management Skills

- Conflict Management Theory (Pondy)
- Define conflict and its impact
- Negotiation and Conflict - Contrast between distributive (win/lose) and integrative (win/win) bargaining Theory
- Differentiate between deal making and conflict in negotiations
- Recognise conflicts and how to deal with them

4. Building rapport to assist negotiations

- Verbal and non-verbal communication strategies
- Body language and gesture skills
- Shaking hands to aid negotiations
- Understanding eye gestures within the process of negotiations
- The Three Negotiations Concept Theory – content, process, relationships

5. Building active listening skills

- The steps of effective listening skills
- Building influence within negotiation
- The art of persuasion strategies

6. Communication strategies to develop negotiation skills

- Communication and perception strategies
- Steps in communication and negotiation
- Power and power dynamics Theory
- Building trust in the negotiation process (and ethics)
- Group Think Theory
- The role of leaders and teams in negotiations
- Cultivating a high-performance team to achieve negotiation excellence

7. Presentation delivery skills to best sell an idea

- Negotiation etiquette
- Presentation skills
- Elevator Pitch Theory
- Using visual aids when negotiating
- Anchoring Bias Theory and failing to consider all the information

8. Managing emotions to affectively build relationships

- Background to emotions – what it is and how it plays a role in interpersonal relations
- Lazarus' Cognitive Appraisal Theory
- The James-Lange Theory of Emotion
- Emotional intelligence skills
- Managing emotions strategies
- Building self-confidence skills

9. International cultures and multi-cultural communication strategies

- Cultural Dimensions Theory (Hofstede) and (Edward Hall)
- Understanding how to negotiate within a range of cultures
- Multi-cultural communication and understanding diverse perspectives
- An understanding of The Honour Culture and Face Theory culture in negotiating

10. Managing Diverse Personalities in negotiations

- Dealing with difficult people
- Personality types and managing these within negotiations
- Working with diverse personalities
- Managing and leading varying personality types using Eysenck's Personality Theory

6. Examples of Case Studies that could be included

Each chapter will include a main/full length **Case Study** from a diverse selection of negotiation scenarios across different industries and regions (500-1000 words each and boxed off from the text). Additionally, there will be **Case Insights** included in subchapters to align with the theoretical concepts being examined (200-300 words each).

The following are examples of the type of case studies that could be included and these would be aligned to each chapter's topic along with any emerging news stories as the final text is written. As stated, the case studies would be sourced from a variety of countries and cultures to provide an understanding of multiculturalism that is required in today's global trading environment.

North America

1. Microsoft's Acquisition of Activision Blizzard (2022-2023)

- **Country:** USA
- **Details:** A \$68.7 billion acquisition aimed at enhancing Microsoft's gaming portfolio.

2. Amazon's Acquisition of Whole Foods (2017)

- **Country:** USA
- **Details:** Amazon acquired Whole Foods for \$13.7 billion to expand into physical retail and strengthen its grocery business.

3. Fiat Chrysler and PSA Group Merger to Form Stellantis (2021)

- **Countries:** USA and France (Fiat Chrysler has significant operations in the USA)
- **Details:** A \$50 billion merger creating the world's fourth-largest automaker.

4. Twitter Acquisition by Elon Musk (2022)

- **Country:** USA
- **Details:** Elon Musk's \$44 billion purchase of Twitter, marked by public negotiations and legal battles.

5. Disney's Acquisition of 21st Century Fox (2019)

- **Country:** USA
- **Details:** Disney acquired 21st Century Fox for \$71.3 billion, significantly altering the global entertainment landscape.

6. **Salesforce's Acquisition of Slack (2020)**

- **Country:** USA
- **Details:** Salesforce acquired Slack for \$27.7 billion to enhance its collaboration tools and compete with Microsoft Teams.

7. **Uber's Acquisition of Postmates (2020)**

- **Country:** USA
- **Details:** Uber acquired Postmates for \$2.65 billion to strengthen its food delivery service, Uber Eats.

Europe

1. **NVIDIA's Attempted Acquisition of Arm Holdings (2020-2022)**

- **Country:** UK
- **Details:** NVIDIA's \$40 billion deal to acquire Arm Holdings was blocked due to regulatory concerns.

2. **Volkswagen and Ford Global Alliance (2019)**

- **Countries:** Germany/USA
- **Details:** Volkswagen and Ford formed an alliance to develop commercial vans, EVs, and autonomous vehicles.

3. **AstraZeneca's Acquisition of Alexion Pharmaceuticals (2020)**

- **Country:** UK
- **Details:** AstraZeneca acquired Alexion for \$39 billion to diversify its pharmaceutical portfolio, particularly in rare diseases.

4. **Glencore's Acquisition of Xstrata (2013)**

- **Country:** Switzerland (Operations in South America)
- **Details:** Glencore acquired Xstrata for \$29.5 billion, focusing on mining assets in South America.

5. **Unilever's Acquisition of GSK's Health Food Drinks Portfolio in India (2018)**

- **Country:** UK/India
- **Details:** Unilever acquired GlaxoSmithKline's health food drinks business in India for €3.3 billion, including brands like Horlicks.

Asia

- 1. TikTok and Oracle/Walmart Partnership (2020)**
 - **Country:** China (ByteDance) and USA
 - **Details:** A deal driven by U.S. government pressure, involving Oracle and Walmart to manage TikTok's U.S. operations.
- 2. SoftBank's Investment in WeWork (2019)**
 - **Country:** Japan/USA
 - **Details:** SoftBank's \$9.5 billion bailout of WeWork aimed at rescuing the struggling office-sharing company.
- 3. Alibaba's Acquisition of Lazada (2016)**
 - **Country:** China/Southeast Asia
 - **Details:** Alibaba acquired a controlling stake in Southeast Asian e-commerce platform Lazada for \$1 billion, expanding its footprint in the region.
- 4. ByteDance's Acquisition of Musical.ly (2017)**
 - **Country:** China
 - **Details:** ByteDance acquired the social media app Musical.ly for nearly \$1 billion, later merging it into TikTok.
- 5. Hyundai Motor Group's Investment in Boston Dynamics (2020)**
 - **Country:** South Korea/USA
 - **Details:** Hyundai acquired a controlling stake in robotics firm Boston Dynamics from SoftBank for \$1.1 billion, aiming to lead in robotics innovation.

Africa

- 1. MTN Group and Nigeria Fine Settlement (2016)**
 - **Country:** South Africa/Nigeria
 - **Details:** South African telecom giant MTN negotiated a reduction of a \$5.2 billion fine imposed by the Nigerian government to \$1.7 billion.
- 2. Naspers' Investment in Tencent (Ongoing)**
 - **Country:** South Africa/China
 - **Details:** Naspers' strategic decisions around its investment in Chinese tech giant Tencent, including selling small stakes to fund other ventures.

3. Shoprite's Sale of Nigerian Operations (2020-2021)

- **Country:** South Africa/Nigeria
- **Details:** South African retailer Shoprite sold its Nigerian operations after facing challenges in the market, illustrating strategic exit negotiations.

South America

1. Burger King's Acquisition of Tim Hortons (2014)

- **Country:** Brazil/Canada
- **Details:** The Brazil-based 3G Capital-owned Burger King acquired Tim Hortons for \$11.4 billion, creating a new entity named Restaurant Brands International.

2. 3G Capital and Kraft Heinz Merger (2015)

- **Country:** Brazil/USA
- **Details:** The \$46 billion merger between Kraft and Heinz, driven by Brazil's 3G Capital and Berkshire Hathaway, created a food industry giant.

3. Ambev and SABMiller Merger (2016)

- **Country:** Brazil/UK
- **Details:** The \$100 billion merger of Anheuser-Busch InBev (Ambev) and SABMiller, creating the world's largest beer company.

Oceania

1. Woolworths and Lowe's Joint Venture in Masters Home Improvement (2011-2016)

- **Country:** Australia/USA
- **Details:** The joint venture between Australia's Woolworths and USA's Lowe's ended with Woolworths buying out Lowe's stake and winding down the Masters Home Improvement chain.

2. BHP and Rio Tinto's Iron Ore Merger Talks (2009-2010)

- **Country:** Australia/UK
- **Details:** Negotiations to merge the iron ore operations of BHP and Rio Tinto, which ultimately fell through due to regulatory issues and partner disagreements.

7. Information about contributors (edited collections)

Karl Bolton has worked in industry for 25 years including time working in Zimbabwe and South Africa. Having studied Marketing and Business Studies prior to moving into the commercial sector, he worked in various roles that required negotiation skills including partner relationships, supplier negotiations, contracting and managing teams. Now working in academia as a Senior Lecturer for the last 6 years, he has presented papers at numerous conferences on subjects such as 'Over-tourisms' impact on host destinations environment, culture and economy' and 'The impact of Covid 19 on companies' as well as writing chapters in the publication: 'Global Strategic Management in the Service Industry'.

Waqar Abbasi is a Senior Lecturer in marketing at the University of West London, bringing substantial experience in teaching and course development. Currently focused on BA, BSc, and MSc courses, his responsibilities extend to module leadership and curriculum development. With a career spanning 10 years in various academic roles at institutions like the London School of Science and Technology and the University of Bedfordshire, Waqar has contributed to undergraduate and postgraduate education in management, marketing, research, and entrepreneurship. He holds academic qualifications, including an MPhil in Sponsorship & Marketing, a PGCert in Higher Education, and an MSc in Marketing & Management. His professional memberships include Certified Management and Business Educator (CMBE), Member of the Chartered Institute of Marketing (MCIM), and Fellow of the Higher Education Academy (FHEA).

8. Length and schedule and Pedagogical features (textbooks only)

The book's structure would include a variety of pedagogical features with the aim of consolidating learning. The chapters, all of which are structured within three topic areas, Negotiation techniques, Communication and Management yourself, would include the following approach;

Learning objectives	Chapters learning objectives, Key terms and definitions
Theoretical models	Models that are relevant for each section
Case studies and practical examples for each chapter	Business, sport and political case studies of companies from various cultures and countries who have successfully negotiated deals (500-1000 words each and boxed off from the text)
Exercises and role play for each chapter	Exercises, roll plays and questions for the lecturer to include within the relevant seminar delivery
Conclusions/summaries for each chapter	A boxed conclusion of each chapter's summary learning, key terms and checklists
Annotated further reading and assistance	PowerPoint slide materials can be provided to assist with teaching the content of the course. As the case studies and exercises are already within the chapter text, these do not need to be supplied separately.
Writing time	The writing would take 12-16 months to complete
Tables	Any table or figure will be in black and white in line with the publisher's guidelines.

9. Breadth of market, international appeal, range of courses and Primary audience

The following compulsory courses, lasting a semester, would use the book as its core academic reference (totalling 660 students per year).

Study skills for success', Foundation year students (level 3)	50 students
Creative problem solving (level 6)	80 students
Business Negotiations In Practice' (level 5)	250 students
Leading People and Teams (SLA course level 7)	30 students
Cross Cultural Management (level 5)	250 students
	660 students

Furthermore, there are **various** partnership courses linked to the UWL curriculum in locations such as Sri Lanka, Singapore, the Maldives, and India through the foundation year totalling around **1,000 students** who would also need access to the core text through their institute's library services as well as possible direct purchases.

Therefore, a minimum estimated requirement for printed copies would be achieved as students complete their degree in either 'Business Studies' or 'International Business Management' or 'Business Studies with entrepreneurship' within UWL as well as various foundation courses both at our business school and within our academic partnerships.

The target marketplace would be expanded as various academic institutions may offer similar modules both in the UK and internationally e.g., Business negotiation, Global debating, Business management, Leadership and teams and Business entrepreneurship. Also, courses such as industrial relations, law, organisational psychology and politics would also benefit from its contents with negotiation being embedded within these programmes and disciplines.

The target marketplace would be expanded as various academic institutions may offer similar modules both in the UK and internationally e.g., Business negotiation, Global debating, Business management, Leadership and teams and Business entrepreneurship. Also, courses such as industrial relations, law, organisational psychology and politics would also benefit from its contents with negotiation being embedded within these programmes and disciplines.

There is a growing need for students to have negotiation skills and more universities are offering this type of module and/or course throughout the UK which would suggest there is a wider market potential for the book. Other universities delivering modules that appear to be similar in approach to the UWL Business Negotiation module include;

- **The City Law School** 'Negotiation'
- **De Montford University** 'The Creative Art of Selling and Negotiation'
- **University of Birmingham** 'Economic Diplomacy and Negotiation'
- **Lancaster University** 'Strategic Negotiation: Making Sustainable Deals'
- **University of Aberdeen** 'International Trade Law and Treaty Negotiation with Professional Skills'
- **University of Kent** 'Negotiation - LAW'
- **University of Edinburgh** 'Negotiation'
- **London Business School** 'Sales & Negotiation'
- **London School of Economics** 'Negotiation Programme'
- **University of Oxford** 'Oxford Programme on Negotiation'
- **University of London** 'Negotiation and conflict management'
- **Middlesex University** 'Sales and Negotiation Skills'
- **Cranfield School of Management** 'Strategic Negotiation Programme'

10. Competing Titles

The following books are prominent within the range of negotiation literature – as described, there are few academic approaches to this subject with current writing directed more towards the commercial sector over academia.

“The Art of Negotiation: How to get what you want (every time)” by Tim Castle (2018)

“Getting to Yes: Negotiating Agreement Without Giving In” Roger Fisher, William L. Ury, Bruce Patton (2011). This is the current core textbook for the module ‘Business Negotiations In Practice’.

Learning to Negotiate by Georg Berkel (2020). This is the current core textbook for the module ‘Business Negotiations In Practice’.

These books are all under 300 pages long and provide the reader with practical approaches to negotiating but would not be able to provide a detailed analysis of why these approaches work using models and theoretical explanations. There would be few case studies and little reference within these books to suggested exercises and teaching approaches within these offerings.