

Contents

<i>Preface to Third Edition</i>	xv
<i>Acknowledgments</i>	xvii
PART I	
GENERAL OVERVIEW	1
1. Introduction	3
<i>The Lawyer in Negotiation</i> (Article by Lee C. Buchheit)	4
2. Introduction to Transactional Practice	11
<i>Thinking Like a Deal Lawyer</i> (Article by Tina L. Stark)	13
3. Role of the Lawyer in a Business Transaction	21
A. Identification	23
B. Preparation	23
C. Appraisal/Assessment	25
D. Negotiation and Documentation	26
E. Implementation	29
4. Use of Financial Analysis in Transactional Practice and Negotiations	31
A. Introduction	31
B. Accessing and Understanding Financial Information	32
C. Using Financial Information to Understand the Parties	33
D. Using Financial Information to Understand the Transaction	34
E. Use of Accounting Information in Transactional Agreements: Contract Drafting	34
F. Resources	35
PART II	
SIMULATION EXERCISE	37
5. The Simulation Materials	39
A. International Simulation Module	39
B. Domestic Simulation Module	55
C. Initial Questions Related to the Simulation	64
D. Some Information on the Business Aspects of the KJH-MCC Transaction	64
E. The Basics of Cassava	65
F. Basics of Cotton	66
G. Basic Facts About the Drug Manufacturing Industry	68
H. Basic Facts About Arthritis	71

PART III	
NEGOTIATIONS	73
6. The Process of Negotiation	75
A. Types of Agreements	76
B. BATNA	77
C. People	78
D. Tactics	78
<i>The Negotiation Cycle</i> (Unitar Workshop on Negotiation Theory and Practice)	82
1. Analyze the Issues	83
2. Set Your Aims	87
3. Prepare Your Information	90
4. Plan the Negotiation	98
5. Negotiate	103
6. Review	112
E. Conclusion	113
7. Lawyer as Negotiator: Understanding the Deal; Applying the Process	115
A. Know the Business	116
B. Diagram the Transaction	118
C. Analysis	120
D. Aims	122
E. Prepare and Plan	123
<i>How Should the Lamb Negotiate with the Lion?</i> (Article by Jeswald W. Salacuse)	124
F. Negotiate	135
G. Review	137
8. International Negotiation	139
A. Language	139
B. Perception	140
C. Cross-Cultural Sensitivity	141
D. Trust and Rapport	142
E. Dynamics of Negotiations with a Counterparty from a Different Country	143
F. Dispute Resolution	145
G. Assessing International Aspects of the Simulation Exercise	146
9. Psychology of Negotiations	153
A. Some Basic Principles	154
B. Parties and Negotiators	157
<i>Negotiating Styles</i> (Article by Lee C. Buchheit)	158
C. Choosing Participants in Negotiation	159
D. Dealing with Difficult Personalities	160
E. Tone	160
F. Time	161

G. Frustration	161
H. Structured Negotiation	162
I. Mistake	162
J. Food, Etc.	163
K. Creativity in Negotiations	163
L. Back Channel Negotiations	164
M. Government as Negotiator	165
10. Special Issues in Negotiations (and Some of the Issues You May Encounter in the Simulation)	167
Part I. ISSUES REGARDING PROCESS	167
A. Barriers to Successful Negotiations	167
B. Impasse	169
C. Irrationality	173
D. Bad Faith	174
E. Surprise	174
F. Knowing When to Stop	175
G. Sequencing as a Strategy	175
Part II. ISSUES REGARDING SUBSTANCE	177
A. Good Faith or, Trust Me	177
B. Role of the Media	178
C. Interrelated Documents	180
D. Exit Strategies	182
E. Contractual Language Matters	184
F. Minority Protective Provisions	186
G. Social and Environmental Considerations	186
H. Ancillary Agreements	187
I. Dispute Resolution	188
J. Considering the Alternatives (BATNA)	188
11. Communication	189
A. Written Communications	190
B. In-Person and Video Communications	191
C. Negotiations via Computer Conferencing	191
D. Telephonic Communications	192
E. Team Dynamics	193
F. Initial Communication	193
G. PowerPoint	194
H. Team Communications	195
I. Notes	195
J. Informal Negotiations	196
12. Ethics of Negotiations	197
A. The Guiding Principles	198
B. Application of Guiding Principles to Negotiations	199
C. Nuances in Application of Ethical Principles	201

Contents

D. Application of Ethical Principles in Specific Situations	202
E. Challenging Questions Remain	208
F. International Negotiations	208
PART IV	
THE TRANSACTION	211
13. An Introduction to Understanding and Drafting Transactional Contracts	213
A. Preliminary Issues	215
B. Anatomy of an Agreement	216
C. The Process of Drafting and Analyzing Transactional Agreements	228
D. Conclusion	246
14. The Letter of Intent	249
Sample Joint Venture and License Agreement Letter of Intent	252
15. The Joint Venture Agreement	259
Sample Joint Venture and Limited Liability Company Agreement	263
16. The License Agreement	299
Sample License Agreement	302
17. The Supply Agreement	311
Sample Commercial Supply Agreement	313
18. Conclusion – Looking Back	323
<i>Index</i>	329