

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF
PERSONNEL MANAGEMENT"**

Danube branch



SYLLABUS

of the academic discipline (selective)

NEGOTIATION TECHNIQUES

Specialty **D3 Management**

Educational level: **First (bachelor's) level**

Educational program: **Management**

General information about the academic discipline

Name of the discipline	Negotiation techniques
Code and name of specialty	D3 Management
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	3 credits / 90 hours. Lectures: 20 Seminars/practical classes: 14 Students' independent work : 56
Terms of study of the discipline	5 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

General information about the teacher. Contact information.

Zayets Mykola Artyomovych	
Academic degree	PhD in Economics
Position	Associate Professor of the Department of Economics and Management
Areas of scientific research	Financial and investment mechanisms for business development in the digital economy; management of foreign economic activity and international competitiveness of enterprises; Macroeconomic Aspects of the Formation of Regional Innovation Infrastructure
Links to the registers of identifiers for scientists	Google Scholar https://scholar.google.com.ua/citations?user=w2-NPioAAAAJ&hl=ru ORCID: https://orcid.org/0000-0003-0495-7400
Contact information:	
E-mail:	menedzmentuk@gmail.com
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Instructor's portfolio on the website	https://izmail.maup.com.ua/assets/files/zaec-portfolio-a.pdf

Discipline's description.

The course covers the study of the architecture of the negotiation process, in particular the strategies and tactics of the Harvard School (BATNA, ZOPA, Win-Win concepts). learn to manage emotions in conflict situations. Special attention is paid to the peculiarities of cross-cultural interaction and the specifics of conducting negotiations in a remote format.

The subject of the discipline is strategies, tactics, psychological techniques and ethical norms of the negotiation process, as well as methods of conflict resolution and coordination of the positions of the parties in the manager's professional activities.

The aim of the discipline is to form a comprehensive system of knowledge about the structure of negotiations in students and to develop practical skills in preparing, conducting and analyzing the results of business meetings to ensure high business competitiveness.

The objectives of the discipline are to study the basic models and styles of negotiations, to master algorithms for analyzing the interests and positions of partners, as well as to master the techniques of argumentation and protection from psychological pressure. The course is aimed at developing the skills of cross-cultural interaction, mediation in conflict situations and the effective use of digital tools for remote communication.

As a result of studying the selective educational component "Negotiation techniques", applicants must:

Know:

- key stages and architecture of the negotiation process;
- concepts of the Harvard School of Negotiation (BATNA, ZOPA, criteria);
- typology of negotiation strategies and psychological mechanisms of influence;
- specifics of national negotiation styles and rules of international etiquette;
- peculiarities of preparation of tender documentation and conduct of contractual relations.

Be able to:

- carry out systematic preparation for negotiations and predict the behavior of opponents;
- apply active listening techniques and ask strategic questions;
- defend the position of the organization with arguments and professionally work with objections;
- recognize manipulative traps and apply methods of their neutralization;
- maintain emotional stability and act effectively in the face of a conflict of interest.

Prerequisites for the discipline. The study of this discipline is based on the knowledge and competencies obtained during the mastering of a number of mandatory components of previous periods of study. In particular, the foundation is knowledge from the course of the modern Ukrainian language in terms of speech culture and style of business communication, as well as the basic provisions of management regarding the understanding of management functions and interaction processes in the organization. knowledge of psychology, which allows you to analyze behavioral personality types and effectively manage the emotional state during communication.

Post-requisites for the discipline. The results of studying this elective discipline are a necessary basis for further mastering the mandatory components in the following semesters. The acquired skills of argumentation and influence are directly used within the course of leadership and communications, and also become the basis for modeling interaction with partners and counterparties within the framework of the basics of business management. Competencies in agreeing on the terms of cooperation are applied in operational management, while the skills of strategic dialogue and Presentations of analytical results are reflected in the study of strategic management of an enterprise and the basics of scientific research in management. In addition, the formed skills of a negotiator

become key during the pre-graduation practice and defense of project solutions in the bachelor's qualification work.

Content of the academic discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	Nature and structure of the negotiation process	<p>Teaching methods:</p> <ul style="list-style-type: none"> – problem-based lectures on Win-Win strategies, educational discussions on ethical boundaries and manipulation in business. – multimedia presentations of national styles of negotiations, viewing and analysis of video fragments of real business meetings and debates. – workshops on the calculation of zones of opportunity agreement (ZOPA), trainings on argumentation and neutralization of objections. – role-playing games "Buyer — Supplier", modeling of tender negotiations, case study on conflict resolution in contractual relations <p>Assessment methods</p> <ul style="list-style-type: none"> – express testing of knowledge of negotiation models, assessment of activity and effectiveness of participation in role-playing games. – drawing up a "Negotiation Preparation Profile", developing BATNA options for given cases, preparing reflection reports based on the results of simulations. – demonstration of active listening techniques, techniques of protection against manipulation and conducting an argumentative dialogue during practical classes. – credit, which involves checking the theoretical basis and defending an individual project (for example, a strategic plan for conducting complex multilateral negotiations)
Topic 2	Negotiation strategies and styles	
Topic 3	Harvard Model of Principled Negotiation and the BATNA Concept	
Topic 4	Preparation for negotiations: analysis of interests, positions and area of agreement	
Topic 5	Verbal and non-verbal communication in negotiations	
Topic 6	Techniques of argumentation, persuasion and working with objections	
Topic 7	Psychological manipulation in negotiations and methods of protection against them	
Topic 8	Emotion management and behavior in conflict negotiations	
Topic 9	Cross-cultural features and international negotiation protocol	
Topic 10	Features of video conferencing and remote exposure	
Module Assessment Task		
Final assessment: pass/fail (credit)		

Technical Equipment and Software.

The discipline is taught in specialized computer classes, where each workplace is equipped with a personal computer. For a visual demonstration of algorithms for working with programs, multimedia equipment (projector, interactive whiteboard) is used. The educational process is provided by the necessary application software (MS Office packages: Excel, Access, PowerPoint or analogues), as well as access to the Internet for working with cloud services, online registries and open data sources.

Forms and methods of assessment.

The system of assessment of learning outcomes consists of current and final (semester) control.

Current assessment is carried out systematically in practical classes, as well as during the verification of independent work. Its purpose is to test theoretical knowledge and practical skills, in particular the ability to choose optimal interaction strategies, argue one's own position, recognize manipulations and find mutually beneficial solutions in difficult management situations.

The forms of assessment include: defense of the results of business games (analysis of the chosen tactics), presentation of strategies for preparing for negotiations (BATNA and ZOPA), participation in role modeling of conflict situations and professional discussions on the ethics of business communication).

Written and practical types of work include performing tests on knowledge of psychological types and negotiation models, solving situational problems (case study) to neutralize manipulative influence, preparing plans-scenarios of negotiations and analytical notes based on the results of meetings.

Methods of ongoing assessment combine express surveys, checking the correctness of compiled negotiation profiles and analytical reports, as well as monitoring the activity of applicants when solving applied problem situations related to negotiations in a multilateral and cross-cultural environment.

Grading system and requirements.

Table of distribution of points received by students*

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1,2)	Seminar 1 (Topic 3,4)	Seminar 1 (Topic 5)	Seminar 1 (Topic 6,7)	Seminar 1 (Topic 8,9)	Seminar 1 (Topic 10)	Module assessment task	Pass /Fail	
Independent work	4	4	4	4	4	4			

*The table contains information about the maximum points for each type of academic work of a higher education applicant.

Assessment Criteria and Procedure

The system of control of knowledge in the discipline is based on the requirements of the current "Regulations on the assessment of students' knowledge" and is implemented through a cumulative mechanism. This approach ensures that all the applicant's achievements during the semester are taken into account, including the quality of participation in role-playing games, the results of modular control and the skill of conducting discussions, ensuring the transparency of the formation of the final grade.

Modular Assessment. The structure of the Modular Assessment (MA) consists of test tasks to check the proficiency of the conceptual apparatus within the framework of the Win-Win, BATNA and ZOPA strategies, as well as the understanding of psychological models of influence and cross-cultural features. In addition, the work involves the implementation of practical tasks that help to test the skills of independent preparation for

negotiations, in particular, the ability to develop interaction scenarios, form an argumentation system and choose methods of neutralizing manipulations¹. Criteria for evaluating the ICR:

"Excellent" (90–100% points): the student provided correct answers to test questions, developed an impeccable strategic negotiation plan, demonstrated a deep understanding of psychological influence techniques and the ability to flexibly adapt tactics to the interests of the opponent.

"Good" (75–89% of points): the student generally coped with the tasks, but made insignificant inaccuracies in the justification of alternative options for the agreement (BATNA) or chose not the most effective style of argumentation for a given situation.

"Satisfactory" (60-74% of points): the student has mastered the basic material, but made mistakes in tests or completed a practical task in violation of the logic of the negotiation process (for example, incorrectly determined the interests of the parties).

"Unsatisfactory" (less than 60% of points): the student was unable to answer most of the test questions, did not complete a practical task, or demonstrated a complete lack of manipulation recognition and dialogue skills.

Assessment of independent work (Maximum — 4 points)

The applicant's independent work (analysis of cases on conflict negotiations, preparation of profiles for preparation for meetings, elaboration of additional sources on cross-cultural ethics) is evaluated based on the results of checking completed tasks or their defense during practical classes.

4 points ("Excellent"): the applicant demonstrated a creative approach, a deep understanding of the psychology of negotiations and the ability to independently choose the optimal tools of influence to solve the problem. The work has been done flawlessly: the proposed strategy is rational, and thorough conclusions have been drawn to minimize risks. The task was delivered on time.

3 points ("Good"): the task is completed in full, the results of the analysis are correct, but minor inaccuracies are made in the interpretation of the opponent's tactics or the means of argumentation are irrationally chosen (for example, excessive attention to positions instead of interests).

2 points ("Satisfactory"): the work is completed, but contains significant shortcomings: errors in structuring the negotiation card, lack of options for breaking the deadlock; significant violations of the requirements for the logic of presentation. Or the task was completed correctly, but handed over in violation of the deadlines.

0–1 point ("Unsatisfactory"): the task was not completed or performed fragmentarily, contains gross errors in the choice of strategy (which would lead to the failure of real negotiations), or the fact of plagiarism was revealed.

Scale for evaluating the performance of independent work (individual tasks)

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
4	4	3	2	0-1

Evaluation of Additional (Individual) Educational Activities

To stimulate the creative activity of applicants and encourage in-depth study of modern communication techniques and methods of strategic management of the negotiation process, incentive (bonus) points are provided. Additional activities include activities performed in excess of the mandatory volumes of the work program.

1. Research and applied activities

Points are awarded for demonstrating the ability to use professional negotiator tools to solve non-standard managerial and foreign economic tasks:

Participation in scientific and practical conferences and seminars on business communications, conflictology, mediation or international business etiquette — from 3 to 5 points.

Development of author's applied solutions, such as the creation of complex negotiation scenarios for complex transactions, the development of negotiation cards for tender procedures or algorithms for neutralizing manipulations in specific business niches — up to 6 points.

Participation in tournaments in managerial matches, debates, business administration olympiads, or specialized case championships — from 5 to 10 points.

Analytical work on the study of foreign partners' strategies or preparation of comparative reports based on the results of studying the cross-cultural features of doing business in partner countries — up to 5 points.

2. Academic discipline and systematicity

Incentive points are awarded for a high level of self-organization, adherence to academic culture and professional ethics of the negotiator:

- attendance of all lectures and practical classes without skipping — 3 points.
- High-quality systematization of educational material, including the presence of a structured synopsis with a list of language constructions for negotiations, BATNA calculation schemes and examples of manipulative traps — 2 points.
- Independent mastery of additional tools that go beyond the program, for example, studying specialized platforms for conducting online negotiations, emotional state analysis services, or in-depth mediation techniques with obtaining appropriate certificates — up to 4 points.
- Timely completion and protection of the results of case studies and role-playing games in compliance with the established deadlines — 3 points.

Additional points are added to the student's current rating, while the total final grade for the discipline cannot exceed 89 points (according to the current curriculum for elective components).

Final semester assessment Pass /Fail (Credit)

The final semester assessment (credit) is a mandatory stage of completing the study of the discipline "Negotiation Techniques". It takes place in the form of automatic accumulation of points during the semester or by completing a final credit.

A form of final control is a test carried out in the form of a written test or a combined task, which may include solving a practical negotiation case. The final grade is set on the basis of learning outcomes and consists of the sum of points of current control, the results of modular control work and incentive points.

Students who have scored 60 or more points during the semester and successfully defended all the provided practical tasks (cases and role-playing games) have the right to receive credit automatically.

The procedure for forming an assessment:

Students who complete all the assigned tasks and score a total of 60 points or higher receive a final grade without additional testing based on the current ranking.

Students who have a score below 60, subject to the mandatory minimum of work, as well as those who want to improve their result, take the final test during the test lesson.

To assess learning outcomes during the semester, a 100-point scale, a national scale and an ECTS scale are used.

Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment	
		for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactorily	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of reassembly	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail with mandatory re-study of the discipline

Discipline’s Policy

Successful mastering of the educational component "Negotiation Techniques" requires students to be systematic, have a high level of self-discipline, psychological stability and a responsible attitude to the modeling of communication processes. Mandatory conditions are regular attendance of lectures and practical classes, since it is during practical sessions that the skills of a negotiator are practiced. Active participation in role-playing games, case discussions, and discussions on influence strategies is key to building professional competencies. In case of missing classes or obtaining unsatisfactory results, the student is obliged to liquidate academic debt by performing the prescribed practical tasks and demonstrating the skills of argumentation and mediation to the teacher.

An integral part of education is strict adherence to the norms of academic ethics and the culture of business communication. The educational process is based on the principles of academic integrity, which involves the exclusively independent preparation of strategic negotiation plans, the development of their own arguments and scenarios of interaction. Any use of external analytical sources, psychological techniques or cases should be accompanied by correct references.

Within the framework of the course, any manifestations of academic dishonesty are unacceptable, in particular:

- presenting other people's developments (negotiation scenarios, analytical maps of objects of influence, BATNA plans) as their own;
- plagiarism in the text parts of individual projects and reflection reports;
- fabrication of the results of the analysis of negotiation situations;

- cheating during unit testing;
- the use of artificial intelligence to generate negotiation strategies or answers to cases without properly indicating this fact;
- deception or attempts to influence the objectivity of the assessment (in particular, attempts to incorrectly influence the evaluation of the results of role-playing games).

Detection of facts of academic dishonesty leads to the annulment of the results of the relevant work without the right to retake it or to other measures in accordance with the Regulation on Academic Integrity of the educational institution.

Recommended sources of information

Basic literature:

1. Vyhovska O. Theory and practice of international negotiations. Manual. / O. Vyhovska. Kyiv: Kyiv. Univ. B. Grinchenko, 2023. 220 p.
2. Zaushnikova M. Y. Business negotiations and mediation: psychological aspect. manual / M.Y. Zaushnikova, R.A. Kalenichenko, A.S. Kokhanets; State Tax University. Irpin, 2024. 196 p.
3. Kukharska N. O. Strategy of Business Negotiations. manual / N.O. Kukharska, N.V. Smirnova. Odesa: DUITZ, 2024. 260 p.
4. The Art of Negotiations: Teaching. Manual. / compilers: A.E. Adamovych, O. M. Maksymets, TSATU. Melitopol: FOP Odnorog T.V., 2021. 264 p.
5. Brynza I. V. Conflict coaching and mediation. Manual. / I.V. Brynza, T.S. Gzhybovska, N.M. Chernenko. Odesa: Ushinsky University, 2024. 154 p.

Additional literature:

1. Belkin I. V. Cultural Ethics of Business Communication as the Basis of Interaction between the Main Participants in the Market / I.V. Belkin, Y.V. Gontaruk, S.M. Trapaidze. *Eastern Europe: Economics, Business and Management*. 2022. №2. Pp. 45-49. URL: <http://socrates.vsau.org/repository/getfile.php/32337.pdf>
2. Velychko, K. Role of business communications in strengthening the competitive position of business entities in the international market / K. Velychko, G. Timokhova. *Economy and society*. 2024. №69. DOI: <https://doi.org/10.32782/2524-0072/2024-69-40>
3. Kasyanenko L. V. Innovations in communications and new approaches to negotiation / L.V. Kasyanenko. *Black Sea Academic Studies*. 2024. Vol. 86. P. 167-172. URL: http://bses.in.ua/journals/2024/86_2024/28.pdf
4. Lysytsia N. M. Strategies for conducting business negotiations in the Ukrainian business environment / N. M. Lysytsia, O.O. Yastremska, O.G. Vdovichena // Actual issues in modern science. 2023. № 9(15). Pp. 74-82. URL: <https://repository.hneu.edu.ua/handle/123456789/30350>
5. Huang, H. On the Skills and Basic Connotation of Business Negotiation. *Academic Journal of Management and Social Sciences*. 2023. №4(1). 62-65. <https://doi.org/10.54097/ajmss.v4i1.11529>
6. Juliana, A., Nurqamarani, A. Sh., Windyaningrum, R. Lobbying and Negotiation Techniques to Enhance Business Communication Skills through Virtual Reality Training: A Preliminary Study. *Jurnal Pendidikan Terbuka dan Jarak Jauh*. 2023.

- №24(2). P. 88-102. URL: <https://scispace.com/pdf/lobbying-and-negotiation-techniques-to-enhance-business-4j0xmom024.pdf>
7. Vojvodić, K., Martinović, M., Brajević, M. Assessing the Success of the Business Negotiation Process: a Sectoral Comparison. *Intereulaweast*, 2023. Vol. X (2). URL: <https://hrcak.srce.hr/file/452298>
 8. Yang, Y. The Impact of Different Business Negotiation Styles Cause by Regional Differences on Across-Culture Cooperation. *Proceedings of the 2024 9th International Conference on Social Sciences and Economic Development (ICSSSED 2024)* / R. Magdalena et al. (eds.), *Advances in Economics, Business and Management Research*. pp. 170-176. URL: <https://www.atlantis-press.com/proceedings/icssed-24/126001672>

Information resources:

1. National Library of Ukraine named after V.I. Vernadsky. URL: <http://www.nbuv.gov.ua/>.
2. Development Bureau. A wide-ranging consulting agency on opening, doing business and overcoming crisis phenomena. URL: <https://byuro-rozvytku.com/>
3. Information agency LIGABiznesinform. Ukrainian Business Information Network. URL: www.liga.net.
4. Management.com.ua. [Online portal for managers]. URL: <https://www.management.com.ua/>.
5. SkillsYouNeed. A platform of educational and research content about the development of professional "soft" skills. URL: <https://www.skillsyouneed.com/>.
6. Ukraine Global Faculty: Lectures from world experts to Ukrainian business leaders. URL: <https://ugf.academy/all-lectures/>