

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ
ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ



"ЗАТВЕРДЖУЮ"

Проректор з навчально-методичної роботи

Каріна НЕМАШКАЛО

Ведення ділових переговорів

робоча програма навчальної дисципліни

Галузь знань	Всі
Спеціальність	Всі
Освітній рівень	перший (бакалаврський)
Освітня програма	Всі

Статус дисципліни	вибіркова
Мова викладання, навчання та оцінювання	англійська

Завідувач кафедри
маркетингу

Людмила ГРИНЕВИЧ

Харків
2021

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
Simon Kuznets Kharkiv National University of Economics

"APPROVED"

Vice-rector for educational and methodical work

Karina NEMASHKALO



Conducting Business Negotiations

Work syllabus of the academic discipline

Branch of Knowledge	All
Specialty	All
Educational Level	First (Bachelor)
Educational Program	All

Type of discipline	elective
The language of teaching, learning and rating	English

Head of the Department
of Marketing

Liudmyla Grynevych

Kharkiv
2021

APPROVED
at the meeting of the Department of Marketing,
Minutes № 1, dated 01.09.2021

Developer:
Nadiia LYSYTSIA, Doctor of Sociology, Professor of the Department of Marketing,

Update and re-approval paper
of the academic discipline working program

**List of update and re-approval of the
academic discipline working program**

Academic year	Date of the meeting of the department - developer of VPND	Number of the Minutes	Signature of the Head of the Department

Abstract of the academic discipline

Business activities are aimed at meeting needs through exchange. In order to ensure the process of meeting needs, it is necessary to use all possible types of gathering information about consumers. Consumer information becomes an incentive for the organization of business activities and the choice of appropriate forms of communication with the consumer, partner, competitor. The most beneficial and less costly form of communication is business negotiations, when it is possible to make the right decision in the interests of participants of negotiations and adequately and rationally use dependence on the opponent. A rational model of behavior of each party creates preconditions for successful business activity. The academic discipline "Conducting Business Negotiations" includes a list of lectures on the basics of negotiations, the structure of negotiations, a description of approaches to negotiations. Negotiation strategies and tactics are offered. The choice of strategies and tactics of negotiations depends on the nature of participants in negotiation process. Different types of psychological influence can ensure the effective conclusion of negotiations.

The aim of the academic discipline:

formation of competencies among students of the first (bachelor's) level for conducting business negotiations and decision-making in unforeseen situations, adapting to changes in the business process.

Characteristics of the academic discipline

Year	2
Term	3
Number of ECTS credits	5
Form of final control	Test

Structural and logical scheme of studying the discipline

Prerequisites	Postrequisites
Marketing	International marketing
Marketing Communications	Relationship Management
Consumer behavior	Public communications
Brand Management	Marketing Communications

Competences and learning outcomes by the discipline

Competences	Learning outcomes
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Ability to organize business negotiations	Mastering and using methods of collecting, analyzing and assessing business information for success in negotiations
Ability to understand the main characteristics of the negotiation process	Skills in developing methods for diagnosing the internal and external environment of the international business of the enterprise, analysis and identification of key factors of business negotiations
Ability to choose a negotiation strategy	Experience in analyzing trends and changes in target foreign markets that may affect the effectiveness of negotiations
Ability to apply in practice the ability to recognize effective tactics and negotiation techniques	Experience in analyzing the nature of partners, peculiarities of business culture, which is the basis for successful negotiations
Ability to resist manipulative negotiation practices	Skills to assess the behavior of negotiating partners and opportunities to influence the outcome of negotiations
Ability to form loyalty of partners, formation of skills of influence on the partner of negotiations	Identification of social and cultural features of behavior of partners for achievement of the aim according to the scenario of negotiations
Ability to propose negotiation strategies depending on the status of partners, experience	Analysis of the existing system of organization of business activities of the enterprise, development of recommendations to improve the functioning of the system
Ability to choose negotiation tactics for the successful outcome of negotiations	Ability to monitor and assess the level of the negotiation process and decisions at individual stages of negotiations
Ability to change the tactics of negotiations taking into account the model of partners' behavior	Skills to offer adaptive models of behavior of partners of business negotiations in business

Program of the academic discipline

Content module 1. Features of preparation for negotiations in business

Topic 1. General characteristics of the negotiation process

1. The features, types of business communication.
2. The definition of business negotiations.
3. Structure of negotiations (main stages and tasks).

Topic 2. Negotiations as a universal method of conflict resolution

1. Negotiations: typology and main functions.
2. Models of behavior and tactics in negotiation process.

Topic 3. Conflict Negotiation Guidelines

1. What is a conflict negotiation?
2. Components of conflict negotiation.
3. Understanding Conflict.
4. Conflict negotiation styles.

Topic 4. Developing EICS

1. Developing Effective Interpersonal Communication Skills (EICS)
2. Building Working Relationships

Topic 5. Managing Negotiation Process

1. Steps to Take Before the Negotiations Begin
2. Steps to Take During the Negotiation Process

Topic 6. Negotiating strategy

1. Strategic approaches to negotiation
2. Principled approach
3. System approach in negotiation

Topic 7. Negotiation tactics

1. Concept of "tactics"
2. Rhetorical methods of negotiations
3. Ways to influence a partner

Topic 8. Analysis of the nature of business partner

1. Rules of success in negotiations
2. Analysis of partner's nature
3. Types of interlocutors
4. Nature of interlocutors

Topic 9. Negotiation process

1. Tasks for starting negotiations
2. Methods of attracting the attention of the partner
3. The art of asking questions
4. Concept and purpose of caucus

Content module 2. The practice of organizing successful negotiations

Topic 10. Answers to questions and objections

1. Answers to questions
2. Tricks for avoiding an answer
3. Objections, their causes

4. General rules for handling objections
5. Algorithm for handling objections

Topic 11. Psychological influence in management process of BN

1. Fundamentals of the psychology of managerial influences.
2. Objectives and types of psychological influence in management.

Topic 12. Resistance to manipulation

1. Barbaric psychological influence.
2. Manipulation as a means of hidden influence.
3. Civilized psychological influence.
4. Controversial kinds of influence and opposition to influence
5. General rules of civilized opposition to attack and manipulation.

Topic 13. 10 Lessons for Better Business Negotiation

1. Negotiations – a second nature
2. Know what you want
3. Be patient
4. Know your cut-and-run point
5. Seek Win-Win Opportunities

Topic 14. Tips for Successful Negotiations

1. Successful Negotiations
2. Managing the Sales Negotiation Process
3. How to Negotiate Contracts with Big Companies

Topic 15. Negotiating successfully

1. Negotiation skills
2. Assertive communication
3. Tips for effective negotiation
4. Strategies for negotiating
5. Planning your negotiation
6. Closing the negotiation

The list of practical classes, as well as questions and tasks for independent work is given in the table "Rating-plan of the academic discipline".

Teaching and learning methods

The following methods are used in teaching: problem lectures (Topic 1, Topic 3, Topic 5, Topic 6, Topic 7, Topic 8, Topic 10, Topic 11, Topic 13, Topic 14), work in small groups (Topic 4, Topic 6, Topic 9, Topic 12, Topic 15), discussions (Topic 4, Topic 5, Topic 9, Topic 10), role plays (Topic 2, Topic 3, Topic 4, Topic 5, Topic 8, Topic 9, Topic 10, Topic 12, Topic 14, Topic 15), presentations (Topic 10, Topic 15).

The procedure for assessing learning outcomes

The system of assessment of the formed competencies of bachelors takes into account the types of classes, which according to the curriculum of the academic discipline include lectures, practical classes, as well as independent work. Assessment of the formed competencies of bachelors is carried out according to the accumulative 100-point system. Control measures include:

current control, which is carried out throughout the term during lectures, practical classes and is assessed by the amount of points scored (maximum amount - 100 points; minimum amount that allows a student to take a test - 60 points);

final / term control, which is conducted in the form of a test, according to the schedule of the educational process.

For active participation in interactive lectures the student receives 15 points.

For successful control paper the student gets 15 points (5 points for the topic 4, 5 points for the topic 7, 5 points for the topic 12). For the presentation the student gets 16 points (4 points for the topic 3, 4 points for the topic 7, 4 points for the topic 10, 4 points for the topic 12). For the creative topic tasks the student gets 30 points (10 points for the creative topic task 3, 10 points for the creative topic task 6, 10 points for the creative topic task 11). For successful colloquium the student gets 9 points.

The procedure for conducting current assessment of students' knowledge. Assessment of students' knowledge during practical classes and completing creative tasks is done in the following areas:

Practical classes:

General characteristics of the negotiation process

Negotiation strategy

Negotiation tactics

Analysis of the nature of the business partner

Negotiation process

Answers to questions and objections

Psychological influence in the negotiation process

Manipulations in negotiations and counteraction to them

W. Ury strategies in the process of negotiations

Effective conclusion of negotiations

The student receives 15 points for completing all the tasks of practical classes.

Criteria for assessing practical classes:

Ability to define and describe the characteristics of the negotiation process, choose adequate negotiation strategies in accordance with the problem of negotiations.

Identify negotiation tactics to ensure success.

Collect information on the nature of the negotiating partners and analyze their possible behavior in the negotiation process.

Prepare scenarios for successful negotiations in the field of business activity of the enterprise.

Be able to use different answers to questions in the negotiation process.

Suggest ways of psychological influence on partners.

Recognize manipulations in negotiations and use successful ways to counteract manipulations.

Use W. Ury strategies in the negotiation process.

Use approaches to successfully conclude negotiations.

Independent work:

Homework, searching for information about negotiation partners.

Homework, search of information about the experience of partners and their advantages and disadvantages.

Homework. Analysis of the nature of partners in order to select adequate tactics.

Preparation of creative tasks.

Homework. Search of forms of business communication in the literature.

Review of sources for business negotiations in business activity. Preparation for the current control work.

Criteria for assessing the independent work of students:

The general criteria for assessing extracurricular independent work of students are as follows: depth and strength of knowledge, level of thinking, ability to systematize knowledge on individual topics, ability to make sound conclusions, mastery of categorical apparatus, skills and techniques of doing practical tasks, ability to find necessary information, carrying out its systematization and processing, self-realization at practical classes.

Search for information about negotiating partners. Summarize the information obtained in

order to choose a soft or hard approach to negotiations. Analyze the behavior patterns of partners in order to adjust the negotiation scenario.

Final control: the form of final control is a test.

The way the final grade for the discipline is calculated.

During the current control, the student receives a maximum of 100 points and is considered attested if he received at least 60 points.

The final grade is set according to the scale given in the table "Grade scale: national and ECTS".

Forms of assessment and distribution of points are given in the table "Rating-plan of the academic discipline".

Assessment scale: national and ECTS

Score for all types of educational activities	Grade ECTS	Grade on a national scale	
		for exam, course project (work), practical training	for test
90 – 100	A	excellent	passed
82 – 89	B	good	
74 – 81	C		
64 – 73	D	satisfactory	
60 – 63	E		
35 – 59	FX	failed	not passed

Rating-plan of the academic discipline.

Topic	Forms and types of training	Forms of assessment	Max. grade	
Topic 1.	Classroom work			
	Topic 1	Introductory lecture «General characteristics of the negotiation process»	. Express survey.	1
	Practical lesson	Testing on the topics: "How communicative are you"; "What kind of interlocutor you are "; "Do you know how to negotiate?"; "Your style of conducting negotiations"	Problem situations	1
	Independent work			

	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic Preparation for a seminar, completing assignments	Test control of homework	
Topic 2.	<i>Classroom work</i>			
	Topic 2	Informative lecture “Negotiations as a universal method of conflict resolution”	Express survey.	1
	Practical lesson	Business game: drawing up of the plan of preparation for negotiations on the solution of a problem at enterprise. What are the strategic approaches to negotiations? Appointing a business meeting over the phone. Development of a telephone conversation plan with a commercial offer. Discussion of results in small groups.	Report	1
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of a creative task	Method of Edward de Bono	
Topic 3.	Classroom work			
	Topic 3	Problem lecture “Conflict Negotiation Guidelines”	Express survey.	1
	Practical lesson	Problem messages and discussion on problems: 1. What are the tactical approaches to negotiations? 2. System approach in negotiations. 3. How to achieve two-way communication in negotiations?	Method of "Aquarium" Presentation. Individual task	1 4 10
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic.	Method of 9-6-3-1	

		Preparation for the current control work.		
Topic 4.	Classroom work			
	Topic 4	Informative lecture “Developing EICS”	Express survey	1
	Practical lesson	Consideration of problems: "Features of the use of negotiation tactics". Testing on the topic "Your ability to listen". Discussion on the topic: "What is more important in negotiations: adherence to one's own position or compromise?"	Method of 9-6-3-1 Problem situations. Control paper	1 5
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation for a creative task.	Method of "Aquarium"	
Topic 5.	Classroom work			
	Topic 5	Problem lecture “Managing Negotiation Process”	Express survey	1
	Practical lesson	Discussion on the topic "Scenario of negotiation".	Method of "Aquarium"	1
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic.	Method of 9-6-3-1	
Topic 6.	Classroom work			
	Topic 6	Problem lecture “Negotiating strategy”	Express survey	1
	Practical lesson	Choice and substantiation of negotiation strategy	Method of Edward de Bono Individual task	1 10
	Independent work			

	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation for control work.	Method of 9-6-3-1	
Topic 7.	Classroom work			
	Topic 7	Problem lecture "Negotiation tactics"	Express survey	1
	Practical lesson	Selection of means of influencing the various characters of partners.	Problems situation Presentation	1 4
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic.	Method of Edward de Bono	
Topic 8.	Classroom work			
	Topic 8	Problem lecture "Analysis of the nature of business partner"	Express survey	1
	Practical lesson	Substantiation of manipulations depending on the problem of negotiations.	Method of "Aquarium" Control paper	1 5
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of a creative task.	Method of Edward de Bono	
Topic 9.	Classroom work			
	Topic 9	Discussion lecture "Negotiation process"	Express survey	1
	Practical lesson	Selection of W. Ury strategies at different stages of negotiations.	Method of Aquarium	1
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of presentation.	Test control of homework	
Topic 10.	Classroom work			
	Topic 10	Discussion lecture "Answers to	Express survey.	1

		questions and objections”		
	Practical lesson	Conflict prevention in business situations.	Presentation Method of 9-6-3-1	1 4
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic. Preparation of presentation.	Mapping method	
Topic 11.	Classroom work			
	Topic 11	Problem lecture “Psychological influence in management process of BN”	Express survey	1
	Practical lesson	Substantiation of ways to influence partners	Method of 9-6-3-1 Individual task	1 10
	Independent work			
	Questions and tasks for self-study	Preparation of presentation.	Mapping method	
Topic 12.	Classroom work			
	Topic 12	Role games “Resistance to manipulation”	Role games	1
	Practical lesson	Substantiation of the choice of partner roles	Method of Edward de Bono Presentation Control paper	1 4 5
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic.	Mapping method	
Topic 12	Classroom work			

	Topic 13	Problem lecture “10 Lessons for Better Business Negotiation”	Express survey.	1
	Practical lesson	Substantiation of behavior patterns in negotiation process	Method of Edward de Bono	1
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic.	Mapping method	
Topic 14	Classroom work			
	Topic 14	Problem lecture “Tips for Successful Negotiations”	Express survey.	1
	Practical lesson	Substantiation of behavior patterns in negotiation process	Method of Edward de Bono	1
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic.	Mapping method	
Topic 15	Classroom work			
	Topic 15	Problem lecture “Negotiating successfully”	Work in small groups	1
	Practical lesson	Substantiation of tactics in accordance with negotiation strategies	Colloquim	1 9
	Independent work			
	Questions and tasks for self-study	Search, selection and review of literary sources on a given topic.	Using the mapping method	
Total				100

Recommended literature

Main

1. Voss Chris. Never Split the Difference. Negotiating as if Your Life Depended on it / Random Hous, 2017. – 288 p.
2. Cialdini Robert B. Pre-Suasion: a Revolutionary Way to Influence and Persuade / Simon and Shuster, New-York, 2017. – 418 p.
3. Weiss Joshua N. The Book of Real-World Negotiations: Successful Strategies From Business Government and Daily Life / John Wiley and Sons, New Jersey, 2020. – 304 p.
4. Fisher R., Ury W., Patton B. Getting to Yes. Negotiating Agreement Without Giving In / 1992.- 234 p.
5. Shell G. Richard. Bargaining for Advantage. Negotiation Strategies for Reasonable People / Penguin Books, 2006. – 304 p.
6. Цюрупа М. В. Основи конфліктології та теорії переговорів: Навчальний посібник. – К.: Кондор.- 2006. – 176 с.
7. Яромич С. А., Кусик Н. Л., Петриченко П. А. Менеджмент переговорів: Стратегія и тактика Учебное пособие. - Одесса, 2001. – 140 с.

Additional

8. Гурьянов Ю. Г. и др. Этика предпринимательства: Учеб. пособ. – Кировоград, ООО «Имэкс ЛТД», 2002. – 346 с.
9. Діловий етикет. Етика ділового спілкування. – К.: Альтерпрес, 2003. – 368 с.
10. Карнеги, Дейл. Как выработать уверенность в себе и влиять на людей, выступая публично. Как завоевывать друзей и оказывать влияние на людей. Как перестать беспокоиться и начать жить / Дейл Карнеги. - Минск: Попурри, 2006. – 483 с.
11. Лозниця В. С. Психологія менеджменту: Теорія і практика: Навч. посібник – К.: ТОВ “УВПК “ЕксОб”, 2001. – 512 с.
12. Пиз А. Язык жестов. Минск: Парадокс, 1998. – 413 с.

Informational Resources

13. Sebenius K. James, Cook Ben, Lax David, Fortgang Ron, Silberberg Isaak, Levi Paul. A Playbook for Negotiators in the Social Media Era, April 16, 2021, Harvard Business Review <https://hbr.org/2021/04/a-playbook-for-negotiators-in-the-social-media-era>
14. Сайт персональних навчальних систем ХНЕУ: <https://pns.hneu.edu.ua/course/view.php?id=5032>
15. 15 Tactics For Successful Business Negotiations, September 16, 2016 [15 Tactics For Successful Business Negotiations \(forbes.com\)](https://www.forbes.com)