

Syllabus of the course «Negotiations and Communications»

Approved by
Academic council of the Global Business
Master's programme
Protocol № as of 3 as of 27.08.2018

Author(s)	Elena Zinchak
ECTS	3
Contact hours	40
Self-study	74
Year	2nd
Teaching format	Full time

I. COURSE AIM, LEARNING OUTCOMES AND PREREQUISITES

The course «Negotiations and communications» is aimed at those wishing to master the art (and science) of communications and negotiations. The course is built on students conducting actual negotiations/presentations or public talks in every session, and using the negotiation and/or communication experience for group discussion and individual feedback.

Upon the completion of the course the student should:

know:

- basic principles of negotiations and communications theory
- forms of modern negotiations practice
- theoretical aspects of international negotiations
-

be able to:

- integrate negotiation theory and practice ideas into their further development
- identify negotiation strategies and tactics
- distinguish between different types of negotiations
- apply the relevant strategies for maximizing negotiation effectiveness

have skills of:

- preparing for specific types of communication or negotiation situations
- conducting one on one and multi-party multi-issue negotiations
- conducting negotiations with representatives of other cultures

The course is based on the following prerequisites:

- This course is largely based on previous social and cultural background of the students,
- knowledge and skills acquired through such courses as “International Management I”, “International Management II”, “Business Strategies in Global Environment”, Research Seminar “Managing International Projects”.

To successfully complete the course the students should have the following knowledge and competences:

- know basic principles of negotiations and communications theory
- know theoretical foundations of each communication and negotiation stage
- have skills of conducting negotiations inside and outside of the classroom.

II. COURSE CONTENT

Topic 1. Main communication skills. Public speaking and effective presentations.

Importance of communication skills. Different forms of presentation (spoken, multimedia, power point, ad hoc and short, well planned and long).

Energy of the speech, the speech energy scale. Speaking techniques and their parameters. The orator's posture, hand gestures, moving in space. Self-confidence, techniques to decrease emotional tension. Acting skills. Verbal improvisation. Working with difficult audience. Eye contact. Covering blind spots. Managing discussion by asking questions. Tips on how to deliver effective ppt presentations (assembling, preparing, delivering).

Topic 2. Essentials of negotiations.

Negotiation basic terms: defining the language and conceptual frameworks to develop strategy for deal making negotiations, conflict management, dispute resolution, third party negotiations, multiparty and team negotiations. Negotiation basic principles. Most prominent negotiation study centers in Russia and abroad. Negotiation traps, reasons for inefficiency. Negotiation myths.

Various negotiation styles typologies by researchers. Assessing one's motivational style and strategic issues concerning motivational style. Assessing one's approach and strategic issues concerning approaches. Using emotions in negotiations. Emotional intelligence and negotiation outcomes. Different styles of decision-making. Impact of emotions on decision-making and negotiation. Negotiating packages and creating value.

Topic 3. Distributive vs integrative negotiations.

Strategies for slicing the pie. Common myths about pie-slicing in negotiations. Wise pie-slicing.

Pie-expanding strategies: bridging, cost cutting, non-specific compensation, structuring contingencies. Testing one's own creativity. Fractionating problems into solvable parts. Finding differences: issue alignment and realignment. Threats to effective problem-solving and creativity (the inert knowledge problem, availability heuristic, representativeness, anchoring the adjustment, etc). The posturing strategy, the persuasion strategy.

Topic 4. Multi-party negotiations, coalitions and teams.

Analyzing multiparty negotiations. Multiparty negotiations: key challenges and strategies. Key challenges of coalitions. Strategies for maximizing coalitional effectiveness. Principal-agent negotiations. Constituent negotiations. Team negotiations: challenges and strategies for improving team effectiveness (structural intervention, adaptation, managerial intervention, exit). Inter and intra- group negotiations. Team negotiations: task conflict, procedural conflict.

Topic 5. Cross-cultural negotiations.

Importance of culture in negotiations. Ways in which culture affects negotiators' positions, interests, and strategies. Cultural stereotypes vs cultural prototypes.

Introducing the circle chart: A Negotiation Framework for Problem-Solving in Tough Communication Environments. Hall's concept of high and low context communications. Three culture framework (dignity cultures, face cultures, honor cultures).

III. GRADING

The cumulative grade is composed in the following way:

$$O_{\text{cumulative}} = 0,4 \cdot O_{\text{midterm test}} + 0,6 \cdot O_{\text{class participation}}$$

The final grade is composed in the following way:

$$O_{\text{final}} = 0,3 \cdot O_{\text{exam}} + 0,7 \cdot O_{\text{cumulative}}$$

IV. SAMPLE ASSESSMENT TOOLS

Tools for ongoing assessment:

Home written paper on a topic proposed by the instructor (1 500 words)

Sample questions for the written test

1. How would you describe your negotiation style according to negotiation theory? How has your understanding of your style improved during this course? What tactics or approaches have you integrated with your negotiation style to become a more effective negotiator? What factors affect the approach you would take in any given negotiation context? Use class exercises and tools provided to support your answer.
2. All negotiators have strengths and weaknesses. Briefly describe two weakness or potential weakness you had as a negotiator before class that you believe has been improved by learning more about yourself and negotiation theory and practice in general. What can you do to further improve? List concrete action steps you can take to improve in the future.

Tools for final assessment:

Sample exam questions:

1. Discuss the main concepts of negotiation theory
2. Discuss the main stages and elements of negotiations
3. Discuss the main negotiation principles
4. How a manager's negotiation style is formed? What are the negotiation styles?
5. Discuss distributive negotiations
6. Discuss distributive tactics for slicing the pie
7. Discuss integrative negotiations
8. Discuss integrative tactics for expanding the pie
9. Compare and contrast distributive and integrative negotiations
10. Compare and contrast several negotiation styles theories by different authors.
11. Discuss common negotiation myths
12. Discuss ways of building trust in negotiations

13. Discuss ways of restoring lost trust in negotiations
14. Compare and contrast multi-party negotiations, coalitions and team negotiations.
15. Explain strategies for maximizing multi-party negotiations efficiency.
16. Explain strategies for maximizing coalition efficiency.
17. Explain strategies for maximizing team negotiations efficiency.
18. Discuss challenges of cross-cultural negotiations.
19. Discuss strategies for maximizing effectiveness of cross-cultural negotiations.

V. RESOURCES

5.1 Main literature

1. Malhotra D. Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle) [Электронный ресурс] / D. Malhotra; DB Books24x7. – Oakland, CA: Berrett-Koehler Publishers, 2016. – 224 с. – Режим доступа: <https://library.books24x7.com/toc.aspx?bookid=114031>. – Загл. с экрана.
2. Трасу, В. Negotiation [Электронный ресурс] / Brian Trasy; DB Books24x7. - АМАКОМ, 2013. – Режим доступа: <https://library.books24x7.com/toc.aspx?bookid=54339>. – Загл. с экрана.
3. Thompson, L. The Mind and Heart of the Negotiator [Электронный ресурс] / L.Thompson; БД EBSCO. – 6 ed., global ed. – Boston: Pearson, 2015. – 398 p. – Режим доступа: <http://web.b.ebscohost.com/ehost/detail/detail?vid=0&sid=e83efc2a-77c9-4b30-a856-8419d3f7e381%40pdc-v-sessmgr03&bdata=#AN=1419288&db=nlebk>. – Загл. с экрана.

5.2 Further readings

1. Lewicky, R.J. Mastering Business Negotiation: A Working Guide to Making Deals and Resolving Conflict [Электронный ресурс] / R.J.Lewicki, АНiam; DB Books24x7. –San Francisco: Jossey-Bass, 2006. – 314 p. – Режим доступа: <https://library.books24x7.com/toc.aspx?bookid=16697>. – Загл. с экрана.
2. Фишер, Р. Переговоры без поражения. Гарвардский метод / Р. Фишер, У. Юри, Б. Паттон ; пер. с англ. Т. Новиковой. - 4-е изд. - М. : Манн, Иванов и Фербер, 2015. - 259 с.

5.3 Software

№	Name	Access
1.	Microsoft Windows 7 Professional RUS	<i>Из внутренней сети университета (договор)</i>
2.	Microsoft Office Professional Plus 2010	<i>Из внутренней сети университета (договор)</i>

5.4 Professional database, enquiry systems, internet sources (electronic educational resources)

№ п/п	Name	Access
<i>Professional database, enquiry systems</i>		
1.	Электронно-библиотечная система Юрайт	URL: https://biblio-online.ru/
<i>Internet sources, electronic educational resources</i>		
1.	Открытое образование	URL: https://openedu.ru/

5.5 Course support

Lecture rooms for the course classes are equipped with the necessary tools for the course visual aids demonstration:

- computer with access to the internet (operational system, office software packages, antivirus software);
- multimedia projector with remote control.