



MINISTRY OF EDUCATION AND SCIENCE  
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

**APPROVED**

at the meeting of department  
management, business  
and administration  
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**BUSINESS NEGOTIATION STRATEGIES**  
Program of the course

Field of knowledge **07 Management and administration**  
Specialty **073 Management**  
Study cycle **first (bachelor)**  
Study programme **Creative Industries Management**

Course status ***elective***

Language ***English***

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**Kharkiv**  
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## INTRODUCTION

The curriculum of the academic discipline “Business Negotiation Strategies” is developed in accordance with the educational program for bachelor’s training. The academic discipline “Business Negotiation Strategies” belongs to the cycle of elective disciplines for bachelor’s training.

In today’s dynamic market environment, business negotiations serve as one of the key tools of professional communication, managerial decision-making, and achieving organizational goals. For future specialists, the ability to conduct negotiations is an essential component of professional competence, since negotiations accompany processes of concluding agreements, personnel management, and interaction with clients, suppliers, investors, and other stakeholders.

Furthermore, the relevance of the discipline is determined by the need to develop students’ skills in constructive communication, argumentation, and making well-reasoned decisions in situations of limited resources, conflicts of interest, and uncertainty. In the modern professional environment, a specialist’s effectiveness largely depends on the ability to choose appropriate negotiation strategies, predict the behavior of partners, and achieve mutually beneficial outcomes.

**The aim of teaching the discipline** is to develop comprehensive knowledge and practical skills in preparing and conducting business negotiations, as well as applying negotiation strategies and tactics in professional activity.

The objectives of the academic discipline are to:

familiarize students with the essence and role of business negotiations in organizational activities;

study the main types, stages, and strategies of business negotiations;

develop skills for preparing for negotiations and planning the negotiation process;

develop abilities for effective communication and argumentation during negotiations;

acquire skills in managing conflict situations and objections;

develop the ability to evaluate negotiation results and draw practical conclusions.

The object of the academic discipline is the process of business negotiations in professional activity.

The subject of the academic discipline includes theoretical concepts, strategies, tactics, and methods of conducting business negotiations, as well as the communicative behavior of participants in the negotiation process.

The learning outcomes and competencies formed by the discipline are defined in table 1.

Table 1

**Learning outcomes and competencies formed by the academic discipline**

Learning outcomes	Competencies
LO4	GC3, GC11
LO6	SC12
LO8	GC4, SC5
LO9	GC13, SC9
LO11	SC11, SC14
LO13	GC6, GC7
LO15	GC14, GC15

where LO4 – Demonstrate skills in identifying problems and substantiating managerial decisions.

LO6 – Demonstrate skills in searching for, collecting, and analyzing information, as well as calculating indicators to substantiate managerial decisions.

LO8 – Apply management methods to ensure the efficiency of an organization's activities.

LO9 – Demonstrate skills of interaction, leadership, and teamwork.

LO11 – Demonstrate skills in situation analysis and communication across various areas of organizational activity.

LO13 – Communicate orally and in writing in the state language and a foreign language.

LO15 – Demonstrate the ability to act in a socially responsible and civically conscious manner based on ethical considerations (motives), with respect for diversity and interculturality.

GC3 – Ability to think abstractly, analyze, and synthesize.

GC4 – Ability to apply knowledge in practical situations.

GC6 – Ability to communicate in the state language both orally and in writing.

GC7 – Ability to communicate in a foreign language.

GC11 – Ability to adapt and act in new situations.

GC13 – Appreciation and respect for diversity and multiculturalism.

GC14 – Ability to work in an international context.

GC15 – Ability to act based on ethical considerations (motives).

SC5 – Ability to manage an organization and its units through the implementation of management functions.

SC9 – Ability to work in a team and establish interpersonal interaction when solving professional tasks.

SC11 – Ability to create and organize effective communications in the management process.

SC12 – Ability to analyze and structure organizational problems and formulate well-grounded decisions.

SC14 – Understanding the principles of psychology and applying them in professional activity.

# **COURSE CONTENT**

## **Content Module 1. Theoretical foundations of the negotiation process**

### **Topic 1. The concept and key characteristics of the negotiation process**

The essence of business negotiations and their role in professional and managerial activities. Negotiations as a form of social and business interaction. Main approaches to defining the negotiation process.

Goals and objectives of negotiations. Participants in the negotiation process and their interests. Key features and functions of negotiations.

Types of business negotiations. The place of negotiations in the management system of an organization.

### **Topic 2. Principles, methods, and mechanisms of the negotiation process. Requirements for organizing and conducting negotiations**

Fundamental principles of conducting business negotiations. Methods and mechanisms for implementing the negotiation process. Stages of negotiations: preparation, conduct, conclusion, and analysis of results.

Organizational requirements for preparing negotiations. Forming a negotiation position and identifying the interests of the parties. Planning negotiations and forecasting possible outcomes.

### **Topic 3. Psychological components of communication in negotiations**

Psychology of the negotiation process. Features of perception and interpretation of information during negotiations. Verbal and nonverbal communication. Psychological types of negotiation participants and the specifics of interacting with them.

Emotions, stress, and conflict in the negotiation process. Managing emotional states during negotiations. The influence of trust and the psychological climate on negotiation outcomes.

### **Topic 4. Negotiation techniques**

The concept of negotiation techniques. Methods and tools of effective communication. Argumentation and counter-argumentation. Active listening and asking questions. Handling objections.

Reaching agreements and documenting negotiation results.

Common mistakes in negotiations and ways to avoid them.

## **Content module 2. Negotiation strategies and methods of conducting negotiations**

### **Topic 5. Strategy and tactics of conducting business negotiations**

The concept of negotiation strategy and tactics. Main negotiation strategies (cooperative, competitive, compromise, etc.). Choosing a strategy depending on the goals and conditions of negotiations.

Tactical techniques and their application in the negotiation process.

Integrating strategic and tactical approaches. Evaluating the effectiveness of the chosen negotiation strategy.

**Topic 6. The use of manipulative techniques in the negotiation process**

The concept of manipulation in negotiations. Main types and methods of manipulative influence. Signs of manipulative behavior.

Ethical aspects of using manipulative techniques.

Methods of countering manipulation in the negotiation process. Developing skills to protect oneself from psychological pressure.

**Topic 7. The main methods of the negotiation process**

Classification of negotiation methods. The positional bargaining method. The principled negotiation method. Consensus as a result of the negotiation process.

Alternatives to an agreement and evaluation of the negotiation position. Advantages and limitations of different negotiation methods.

Choosing a negotiation method depending on the situation.

**Topic 8. Specifics of conducting negotiations: the international aspect**

International negotiations as a form of intercultural interaction. The influence of cultural differences on the negotiation process.

National negotiation styles. Linguistic and communication barriers.

Ethical and protocol-related aspects of international negotiations.

Preparation for international negotiations and prevention of intercultural conflicts.

The list of practical (seminar) classes / assignments for the academic discipline is presented in table 2.

Table 2

**List of practical (seminar) classes / tasks**

<b>Title of the topic and/or task</b>	<b>Content</b>
Topic 1. Task 1.	Analysis of a typical negotiation case
Topic 2. Task 2.	Development of a preparation plan for business negotiations
Topic 3. Task 3.	Practicing exercises to identify participant types and possible psychological barriers
Topic 4. Task 4.	Development of negotiation scenarios using techniques of argumentation, active listening, and handling objections
Topic 5. Task 5.	Choosing a negotiation strategy and tactics for given negotiation situations
Topic 6. Task 6.	Analysis of manipulative techniques in negotiations based on real-life cases

Topic 7. Task 7.	Comparison of positional and principled negotiation methods
Topic 8. Task 8.	Development of a negotiation strategy considering cultural differences (using the example of organizing a Fashion Week)
Topic 8. Task 9.	Presentation of an individual assignment

The list of independent work for the academic discipline is presented in table 3.

Table 3

### List of independent work

Title of the topic and/or task	Content
Topics 1-8	Search, selection, and review of literature on a given topic
Topics 1-8	Preparation for an express test
Topics 1-8	Preparation for practical (seminar) classes
Topics 1-8	Creating a presentation
Topics 1-8	Preparation for the exam

The number of lecture hours, practical (seminar) classes, and hours of independent work is provided in the course syllabus (technological map) for the academic discipline.

### TEACHING METHODS

During the teaching of the academic discipline, in order to achieve the defined learning outcomes and activate the educational process, the following teaching methods are provided for use:

Lecture-discussions (topics 1–8), work in small groups (topics 2–8), presentations (topics 2–8), visualizations (topics 1–8), various individual (topics 1–8) and group (topics 1, 2, 6) tasks.

During lectures and practical classes, the following teaching methods are used: explanatory-illustrative, problem-based teaching, partially exploratory, research-based.

### FORMS AND METHODS OF ASSESSMENT

Simon Kuznets Kharkiv National University of Economics uses a 100-point system for assessing the learning outcomes of higher education students.

**Current assessment** is carried out during lectures, practical and seminar classes and is aimed at checking the student's level of preparedness for performing a specific task and is evaluated by the total number of points earned:

- for disciplines with a form of semester control in the form of an examination: maximum number of points – 60; minimum required number of points – 35.

**Final assessment includes current assessment and the examination.**

**Semester assessment** is carried out in the form of a semester exam. The maximum number of points a student can receive during the exam is 40 points. The minimum number of points required for the exam to be considered passed is 25 points.

*The final grade* for the discipline is determined as follows:

– for disciplines with an examination form, the final grade consists of the sum of all points obtained during current assessment and the examination grade.

The following assessment measures are used during the teaching of the academic discipline:

Current assessment: express tests (worth 8 points each; two express tests during the semester – total maximum 16 points); competency-oriented tasks by topics (four competency-oriented tasks worth 6 points each, total maximum 24 points); presentation of an individual assignment (worth 20 points).

Semester assessment: the assessment includes an exam (40 points).

More detailed information regarding the assessment system is provided in the technological map of the academic discipline.

Example of an examination ticket and assessment criteria.

**Exam card example**

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SIMON KUZNETS KHARKIV NATIONAL ECONOMIC UNIVERSITY  
First (bachelor) level of higher education  
Specialty 073 Management  
Study Programme Creative Industries Management  
Course Business negotiation strategies

*Theoretical tests 1. Answer the test questions (1 point)*

1. What is the main goal of business negotiations?
  - A) Demonstrating the power of one of the parties
  - B) Reaching a mutually beneficial agreement
  - C) Avoiding conflict at any cost
  - D) Obtaining as much information about the partner as possible
2. Which characteristic is typical of the negotiation process?
  - A) Unilateral decision-making
  - B) Absence of alternatives
  - C) Presence of interests of the parties
  - D) Complete formalization of actions
3. Which stage of negotiations is decisive for their success?
  - A) Conclusion of negotiations
  - B) Formalization of agreements

- C) Preparation for negotiations
  - D) Analysis of results
4. Which negotiation principle implies focusing on interests rather than positions of the parties?
- A) Principle of pressure
  - B) Principle of competition
  - C) Principle of cooperation
  - D) Principle of concessions
5. Which of the following belongs to the psychological components of negotiations?
- A) Negotiation protocol
  - B) Leadership style
  - C) Emotional state of the participants
  - D) Organizational structure of the company
6. Which element belongs to nonverbal communication?
- A) Argumentation
  - B) Formulating questions
  - C) Intonation and gestures
  - D) Logic of statements
7. Which negotiation technique is aimed at gaining a deeper understanding of the partner's position?
- A) Counter-argumentation
  - B) Active listening
  - C) Manipulation
  - D) Ultimatum
8. Which of the following is an example of constructive argumentation?
- A) Pressuring the interlocutor's emotions
  - B) Using verified facts and logic
  - C) Ignoring the opponent's position
  - D) Frequent interruptions
9. Which negotiation strategy is focused on long-term cooperation?
- A) Competitive
  - B) Manipulative
  - C) Cooperative
  - D) Ultimatum-based
10. Negotiation tactics are:
- A) The general approach to negotiations
  - B) Specific techniques and actions within a strategy
  - C) Formal rules of negotiations
  - D) The result of the negotiation process
11. Manipulation in negotiations is:
- A) Open persuasion of the partner
  - B) Hidden psychological influence
  - C) Logical justification of a position
  - D) A compromise solution
12. Which method is the most effective for countering manipulations?
- A) Ignoring the interlocutor
  - B) Awareness of manipulation techniques and staying calm
  - C) An aggressive response
  - D) Completely refusing to negotiate
13. The essence of the principled negotiation method lies in:
- A) Rigidly defending positions

- B) Seeking compromise at any cost
  - C) Focusing on interests and objective criteria
  - D) Using pressure
14. Which factor is key in international negotiations?
- A) The level of personal liking
  - B) Cultural differences between the parties
  - C) Formality of clothing
  - D) Duration of negotiations

### *Diagnostic task (12 points)*

*Case "Negotiations with a Freelance Designer".*

A creative agency hires a freelance designer to develop brand identity.

The designer insists on increasing the fee after the project has already begun, arguing this by an increased amount of creative work.

The agency is limited by budget and deadlines.

**Tasks:**

1. Identify the interests of the parties in the negotiation.
2. Propose an appropriate negotiation strategy.
3. Outline a possible compromise.

### *Heuristic task (14 points)*

A conflict has arisen within the creative project team between the art director and the producer regarding the allocation of the budget between the creative and marketing components.

Develop a negotiation model for internal negotiations that will allow the team to reach a balanced decision and maintain team effectiveness.

### **Evaluation criteria**

The final grade for the exam consists of the sum of the marks for the completion of all tasks, rounded to a whole number according to the rules of mathematics.

**Theoretical tests** (maximum score is 14 points).

Test tasks consist of 14 tests. **1 point** is given for each correct answer.

**Diagnostic task** (maximum score is 12 points).

**10 – 12** is put for full assimilation of the program material and the ability to navigate in it, conscious application of knowledge to solve practical situations. When performing diagnostic tasks, the student must make correct conclusions about the proposed situation and to formulate his own recommendation to improve the problem. Design of the completed task should be neat.

**7 – 9** is put for full assimilation of the program material and ability to navigate in it, conscious application of knowledge to solve the problem. Design of the completed task should be neat.

**Mark 4 – 6** treats partial ability to apply theoretical knowledge to solve practical problems, if the task is partially completed; the student's responses demonstrate an understanding of basic material provisions of the course.

**1 – 3** is put for acquiring a large piece of material, however, if a student performs a heuristic problem without sufficient understanding of the uses of educational materials and can not correctly perform all tasks.

**0** is put for failure to do the task in general.

**Heuristic task** (maximum score is 14 points).

**12 – 14** is put for deep knowledge of program material, the application to respond not only recommended, but additional literature and creative approach, a clear knowledge of concepts, methods, techniques, tools, ability to use them for specific practical problems, solving industrial

situations. In the performance of heuristic problem, the student must provide the production version of the proposed decision on the situation and draw the appropriate conclusions. Design questions should be neat, logical and consistent.

**9 – 11** is put for full assimilation of the program material and ability to navigate in it, conscious application of knowledge to solve the problem of heuristic, if all requirements are provided for evaluation "8 points" in the presence of minor mistakes (i.e. approach to solving problems is true, but there were inaccuracies in the calculation of certain parameters), or not quite complete withdrawal by the results obtained by solving the problem. Design of the completed task should be neat.

**6 – 8** is put for the ability to apply theoretical knowledge to solve the problem of heuristic, if the majority of tasks one performed, and the student's response demonstrated understanding of the conceptual material of the discipline.

**3 – 5** is put for acquiring a large piece of material, however, if a student performs a heuristic problem without sufficient understanding of the uses of educational materials and can not correctly perform all tasks.

**1 – 2** is put for a partial ability to apply theoretical knowledge to solve practical problems, for not acquiring a large piece of material, if the student can not correctly perform the task facing many difficulties in the analysis of economic phenomena and processes.

**0** is put for failure to do the task in general.

## RECOMMENDED LITERATURE

### Main

1. Gates S. The Negotiation Book: Your Definitive Guide to Successful Negotiating. 3rd ed. — Hoboken, NJ : John Wiley & Sons, Inc., 2023. — 256 p. Режим доступу:

[https://kc.umn.ac.id/id/eprint/29680/1/The%20Negotiation%20Book%20Your%20Definitive%20Guide%20to%20Successful%20Negotiating.pdf?utm\\_source=chatgpt.com](https://kc.umn.ac.id/id/eprint/29680/1/The%20Negotiation%20Book%20Your%20Definitive%20Guide%20to%20Successful%20Negotiating.pdf?utm_source=chatgpt.com)

2. Harvard Business Review. HBR's 10 Must Reads on Negotiation, Updated and Expanded. — Harvard Business Press, 2026. — 256 p.

3. Кухарська Н. О., Смирнова Н. В. Стратегія ділових переговорів : навчальний посібник /Н. О. Кухарська, Н. В. Смирнова. - Одеса : ДУІТЗ, 2024. 260 с. — Режим доступу: <https://metod.suitt.edu.ua/download/840>

### Additional

4. Ястремська О. О. Стратегії переговорів підприємства з партнерами з урахуванням особливостей економіки країн / О. О. Ястремська // Економіка, управління та фінансові механізми в умовах глобальної нестабільності : матеріали доповідей Міжнародної науково-практичної конференції (м. Київ, 18-19 квітня 2025 р.). – Львів-Торунь : Liha-Pres, 2025. – С. 168 – 172. – Режим доступу: <https://repository.hneu.edu.ua/handle/123456789/36378>.

5. Лисиця Н. М. Стратегії ведення ділових переговорів в українському бізнес-середовищі / Н. М. Лисиця, О. О. Ястремська, О. Г. Вдовічена // Актуальні питання у сучасній науці. – 2023. – № 9(15). – С. 74-82. – Режим доступу: <http://repository.hneu.edu.ua/handle/123456789/30350/>

6. Heunis H. Strategic adaptability negotiation training in purchasing and

supply management: A multi-method instructional approach / H. Heunis, N. J. Pulles, E. Giebels, B. Kollöffel, A. G. Sigurdardottir // Journal of Purchasing and Supply Management. – 2025. – Vol. 31, Issue 2. – Article 100968. – Режим доступа: <https://doi.org/10.1016/j.pursup.2024.100968>

7. Herold S. Brave new procurement deals: An experimental study of how generative artificial intelligence reshapes buyer–supplier negotiations / S. Herold, J. Heller, F. Rozemeijer, D. Mahr // Journal of Purchasing and Supply Management. – 2025. – Vol. 31, Issue 4. – Article 101012. – Режим доступа: <https://doi.org/10.1016/j.pursup.2025.101012>

8. Petrowsky H. M. The power and peril of first offers in negotiations: a conceptual, meta-analytic, and experimental synthesis / H. M. Petrowsky, L. Boecker, Y. A. Escher та ін. // Organizational Behavior and Human Decision Processes. – 2025. – Vol. 191. – Article 104448. – Режим доступа: <https://doi.org/10.1016/j.obhdp.2025.104448>

9. Lipp W. What is Your Best Price?” – An Experimental Study of an Alternative Negotiation Opening / W. Lipp, P. Kesting, R. Smolinski // Negotiation Journal. – 2023. – Vol. 39, No. 2. – P. 175–206. – Режим доступа: <https://doi.org/10.1111/nej.12430>

10. McGuire S. J. J. Dyad integrative behavior and negotiation outcomes / S. J. J. McGuire, P. R. Reilly, Y. Zhang, V. P. Prabhu // Conflict Resolution Quarterly. – 2022. – Vol. 39, No. 3. – P. 295–314. – Режим доступа: <https://doi.org/10.1002/crq.21332>

11. Cummins T. Friend or foe? Artificial intelligence (AI) and negotiation / T. Cummins, K. Jensen // International Journal of Commerce and Contracting. – 2024. – Vol. 8, No. 1–2. – P. 35–43. – Режим доступа: <https://doi.org/10.1177/20555636241256852>

### **Informational resources**

12. Program on Negotiation at Harvard Law School // Harvard University. – Режим доступа: <https://www.pon.harvard.edu>

13. World Intellectual Property Organization (WIPO). Creative Industries and IP // WIPO. – Режим доступа: <https://www.wipo.int>

14. Buyout contracts imposed by platforms in the cultural and creative sector in EU law // European Parliament. – Режим доступа: <https://www.europarl.europa.eu/thinktank>