

**MINISTRY EDUCATION AND SCIENCES UKRAINE  
VASYL STEFANIK CARPATHIAN NATIONAL UNIVERSITY**



Economics Faculty

Department of management and marketing

**SYLLABUS of EDUCATIONAL DISCIPLINE**

**Business Communication and Negotiation**

Level higher education – first (bachelor's)

Educational program Management organizations and Administration

Specialty D3 Management

Branch knowledge D Business, administration and law

Approved on meeting  
Department of Management  
and Marketing Protocol No. 5  
from 19 February 2026 river

<b>1. General information</b>	
<b>Name disciplines</b>	Business Communication and Negotiation
<b>Teacher (- and)</b>	Zvarych Olena Ihorivna
<b>Contact teacher's phone number</b>	+380503737875
<b>Email teacher</b>	olena.zvarych@pnu.edu.ua
<b>Format disciplines</b>	Eye, extramural
<b>Amount disciplines</b>	3 loans ECTS, 90 hours
<b>Link to the remote site teaching</b>	<a href="https://d-learn.pnu.edu.ua">https://d-learn.pnu.edu.ua</a>
<b>Consultations</b>	Consultations are being held in accordance with schedule consultations, posted on the information stand/website
<b>2. Abstract to academic discipline</b>	
<p>Business Communication and Negotiation is an academic discipline aimed at developing the professional communicative competence of future specialists in management, economics, and international business. The course covers the theoretical foundations of business communication — its structure, types, verbal and non-verbal means — as well as the psychology of interpersonal interaction and the role of emotional intelligence in professional relationships. A central place is given to negotiation as a strategic tool for resolving conflicts and reaching agreements: students master the stages of the negotiation process, cooperative and competitive strategies, and the Harvard principled negotiation model. The discipline also addresses written business communication, public speaking, argumentation, and presentation skills. The intercultural dimension of negotiations and the use of digital communication tools in modern business practice are examined separately. Upon completion of the course, students will be able to effectively conduct business negotiations, manage communicative situations in conditions of conflict and uncertainty, and apply professional standards of business correspondence and public performance.</p>	
<b>3. Goal and goals educational disciplines</b>	
<p><b>The goal</b> of the discipline is to develop students' theoretical knowledge and practical skills in the field of professional business communication and negotiation, forming their ability to effectively interact in a business environment, manage communicative processes, and achieve results in negotiations at both the national and international levels.</p> <p><b>The objectives of the course</b> are as follows.</p> <p>In the area of <b>knowledge and understanding</b>, students will master the theoretical foundations of business communication and negotiation, understand the structure and types of communicative processes in organisational activities, and study the principles of effective verbal and non-verbal interaction in a professional context.</p> <p>In the area of <b>professional skills</b>, students will acquire practical skills in planning and conducting business negotiations, learn to apply cooperative and competitive strategies, master techniques of argumentation and persuasion, and develop the ability to draft business documents and deliver professional presentations.</p> <p>In the area of <b>analytical and managerial competencies</b>, students will develop the capacity to analyse communicative situations, identify barriers to effective interaction, manage conflict in negotiations, and make justified decisions in conditions of uncertainty and opposing interests.</p> <p>In the area of <b>intercultural and digital competencies</b>, students will gain an understanding of the influence of cultural differences on negotiation style and business etiquette, and will learn to use modern digital communication tools in professional practice.</p>	

#### 4. Software competencies and results teaching

##### **Integral Competency (IC)**

Ability to solve complex specialised tasks and practical problems in the field of business communication and negotiation, characterised by complexity and uncertainty of conditions, using modern theories, methods, and tools of communicative management.

##### **General competencies (GC):**

**GC3.** Ability for abstract thinking, analysis, and synthesis of information in the process of preparing for and conducting business negotiations and communicative interactions.

**GC6.** Ability to communicate in the state language both orally and in writing in the context of professional business communication and negotiation activity.

**GC7.** Ability to communicate in a foreign language in the context of international business negotiations and intercultural interaction.

**GC8.** Skills in using information and communication technologies to support effective business communication and negotiation processes.

**GC13.** Valuing and respecting diversity and multiculturalism in the process of conducting intercultural business negotiations.

**GC14.** Ability to work in an international context, taking into account cross-cultural differences in communication and negotiation style.

##### **Special (professional) competencies (SC):**

**PC5.** Ability to manage communicative processes within an organisation through the application of effective negotiation strategies and professional interaction tools.

**PC7.** Ability to select and apply modern instruments of business communication and negotiation for achieving organisational goals.

**PC9.** Ability to work in a team and establish constructive interpersonal interaction in the process of solving professional tasks through negotiation and effective communication.

**PC11.** Ability to plan, organise, and conduct business negotiations at various levels — from internal corporate discussions to international partnership agreements.

**PC12.** Ability to analyse communicative and negotiation situations, identify problems, and develop justified solutions to address them.

**PC15.** Ability to demonstrate leadership qualities, persuasiveness, and emotional intelligence in the process of business communication and negotiation.

##### **Learning outcomes (LOE):**

**PLO3.** Demonstrate knowledge of theories, strategies, and models of business communication and negotiation in the context of professional and managerial activity.

**PLO4.** Demonstrate skills in identifying communicative problems and substantiating decisions for their resolution in the course of negotiations and business interactions.

**PLO6.** Demonstrate skills in searching, collecting, and analysing information for the preparation and justification of positions in business negotiations.

**PLO7.** Demonstrate skills in designing and structuring the negotiation process, including the preparation of proposals, handling objections, and formalising agreements.

**PLO9.** Demonstrate skills of interaction, leadership, and teamwork based on effective communication and negotiation in various professional contexts.

**PLO11.** Demonstrate skills in analysing negotiation situations and conducting effective business communications in accordance with professional ethics and etiquette norms.

**PLO13.** Communicate orally and in writing in the state and foreign languages in the context of business negotiations, presentations, and intercultural professional interaction.

**PLO15.** Demonstrate the ability to act in a socially responsible and ethically conscious manner in the process of conducting business communication and negotiations.

**PLO16.** Demonstrate skills of independent work, critical thinking, and openness to new knowledge in the field of modern negotiation practices and business communication technologies.

**PLO20.** Effectively apply negotiation and communicative skills to solve management, administrative, and partnership tasks within an organisation.

<b>5. Organisation of teaching</b>			
Scope of the course – 90 hours			
<b>Type of lesson</b>		<b>Total number of hours</b>	
lectures		16	
practical (seminar)		14	
Self-study		60	
<b>Characteristics of an academic discipline</b>			
Semester	Specialty	Course (year of study)	Normative / Selective
V	D3 Management	III	Selective

<b>Subject matter of the course</b>			
Topic	number hours		
	lectures	Seminars	Self-study
<p><b>LECTURE 1. PREPARATION FOR NEGOTIATIONS</b>            The essence and significance of negotiations as a key tool of business communication in management practice. Types and forms of business negotiations in modern organizational environments. Stages of negotiation preparation and their substantive characteristics. Defining goals, interests and positions of the parties in the negotiation preparation process. Gathering and analysing information about the negotiating partner as the foundation of effective negotiation preparation. Developing a negotiation strategy and tactics in accordance with the goals and context of business negotiations.</p>	2	3	12
<p><b>LECTURE 2. THE OPENING STAGE OF NEGOTIATIONS</b>            The essence and significance of the opening stage in the overall negotiation process. Establishing rapport and creating a positive atmosphere at the beginning of business negotiations. Verbal and non-verbal communication strategies at the opening stage of negotiations. Presenting positions and initial proposals: structure, content and delivery techniques. Managing the agenda and setting the ground rules for effective negotiation proceedings. Common challenges and strategies for overcoming difficulties at the opening stage of international business negotiations.</p>	2	3	12
<p><b>LECTURE 3. MAKING PROPOSALS</b>            The essence and role of proposals in the negotiation process. Types and forms of proposals in business negotiations: initial, counter and final proposals. Principles and techniques for formulating effective negotiation proposals. Verbal and non-verbal strategies for presenting proposals in a multicultural business environment. Responding to proposals: evaluation, clarification and counter-proposal techniques. Managing concessions and trade-offs in the proposal-making stage of business negotiations.</p>	4	4	12
<p><b>LECTURE 4. REACHING AGREEMENT</b>            The essence and significance of the agreement stage in the business negotiation process. Strategies and techniques for moving from proposals to mutual agreement in negotiations. Identifying and bridging gaps between negotiating parties' positions and interests. The role of compromise, collaboration and creative problem-solving in reaching negotiation agreements. Drafting, structuring and formalizing negotiation outcomes and agreements. Cultural and legal considerations in concluding international business agreements and contracts.</p>	4	3	12

<b>LECTURE 5. CLOSING THE DEAL</b> The essence and significance of the deal closure stage in business negotiations. Recognising signals and indicators of readiness to close a negotiation deal. Strategies and techniques for effectively closing business negotiations and finalising agreements. Overcoming last-minute objections and resolving outstanding issues at the deal closure stage. Documentation, formalisation and legal aspects of closing international business deals. Post-negotiation analysis and evaluation of negotiation outcomes for future management practice.	2	3	12
<b>TOTAL:</b>	<b>14</b>	<b>16</b>	<b>60</b>

### 6. Course assessment system

Overall assessment system for the course	<p>The system for assessing students' knowledge of the subject includes continuous assessment and end-of-semester assessment. Formative assessment takes place during classroom sessions and aims to assess students' knowledge of specific topics within the subject and their level of preparedness (oral responses, presentations, discussions, solving practical problems (exercises), tests, and assessments). The marks obtained by students are recorded in electronic academic registers on a 100-point scale.</p> <p>The accumulation of marks by a student during the study of the subject is carried out in the following proportions:</p> <ul style="list-style-type: none"> <li>– continuous assessment – 80 marks;</li> <li>– independent work – 20 marks.</li> </ul> <p>The end-of-semester assessment in the form of a test entails that the final mark (on a 100-point scale) for the course is determined by the cumulative total of marks for continuous assessment and independent work, in accordance with their distribution in the electronic register.</p> <p>The final test mark is awarded during the last practical (seminar) session. The assessment results are recorded in the electronic examination records of the students.</p> <p>The assessment of higher education students' academic achievements in all types of coursework is carried out on a 100-point scale and converted to the national scale and the ECTS scale according to the following scheme:</p> <p>Pass – 'Excellent' (90–100 marks) – (A – on the ECTS scale) – the student demonstrates comprehensive and in-depth knowledge of the subject matter, a high level of skill and competence, and the ability to formulate ideas correctly and coherently:</p> <p style="padding-left: 20px;">Pass – 'Satisfactory' 50–69 marks (on the ECTS scale: 60–69 – D; 50–59 – E) – the student has a good grasp of most of the factual material, but presents it inconsistently and illogically, makes significant omissions in their answers, does not always know how to correctly apply acquired knowledge to solving specific examples and problems, and formulates key statements and cause-and-effect relationships unclearly and, at times, incorrectly;</p> <p style="padding-left: 20px;">Fail (less than 50 marks) (on the ECTS scale: 26–49 – FX; 1–25 – F) – the student does not possess a sufficient level of the necessary knowledge, skills, competences or scientific terminology.</p> <p>Additional marks for the course may be awarded for the completion of individual assignments, subject to prior agreement with the lecturer.</p> <p>Furthermore, by decision of the department, students who have participated in conferences, student research societies and problem-solving groups, the preparation of publications, as well as those who have taken part in academic competitions and contests, may be awarded additional marks (see 'Procedure for the Organisation and Conduct of Assessment of Higher Education Students at Vasyl Stefanyk Carpathian National University', URL: <a href="https://surl.li/wmmuhb">https://surl.li/wmmuhb</a>; 'Regulations on the Organisation of the Educational Process and the Development of Key Documents Governing the Educational Process at Vasyl Stefanyk Carpathian National University' URL: <a href="https://surl.li/dxovqb">https://surl.li/dxovqb</a>).</p>
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Requirements for written assignments	Students undertake assessment tasks, the primary purpose of which is to assess the extent to which they have mastered the theoretical concepts of the course. If a student is absent when a test is being set, they are given the opportunity to complete this type of work either through individual consultation with the lecturer or during a relevant practical (seminar) session designated by the lecturer.
Practical (seminar) classes	Practical (seminar) classes are held with the aim of developing students' skills and competencies in the subject, solving set tasks, and assessing their performance. In terms of their purpose and structure, practical (seminar) classes are a chain linking theoretical learning and practical skills in the discipline and also involve the prior assessment of students' knowledge.
Independent study	The total number of hours of independent study allocated to the student for the course 'Business Communication and Negotiation' is 60 hours. The course material intended for students to master through independent study is assessed in the final examination alongside the material covered during classroom-based lectures. Assessment of independent study is conducted according to a separate schedule during the weeks set aside for monitoring independent study. The marks obtained by students are recorded in the class register and are considered when determining the final mark for the course.
Conditions for admission to the final assessment	A student may achieve the maximum mark of 100 points during the semester for all forms of assessment within practical (seminar) sessions and for independent study.
Final assessment	Assessment method: test.

### **7. Curriculum policy**

Written assignments: Students must complete coursework, as well as assignments for ongoing and final assessment of learning outcomes, independently; for students with special educational needs, this requirement is applied taking into account their individual needs and abilities.

Higher education students who have not received a mark for the final semester assessment are permitted to clear their academic arrears in accordance with the schedule for clearing academic arrears, as established by the university's regulations.

Students are expected to adhere to the principles of academic integrity, being aware of the consequences of its violation, as defined by the 'Regulations on the Prevention and Detection of Plagiarism at Vasyl Stefanyk Carpathian National University' (URL: <https://pnu.edu.ua/положення-про-запобігання-плагіату/>). Cheating during assignments is prohibited. Mobile devices may only be used for online testing. A calculator may be used for calculations.

Attendance is an essential part of the course. All students are expected to attend all lectures and practical sessions. Students must inform the lecturer if they are unable to attend a session. Any missed practical sessions must be made up during tutorial sessions.

Students have the opportunity to earn extra credits by completing online courses on learning platforms such as Prometheus, Coursera, etc. Please note that certificates which broaden or deepen knowledge of the subject are accepted. Applicants must first confirm the suitability of the chosen course (by sending an email to: [olena.zvarych@cnu.edu.ua](mailto:olena.zvarych@cnu.edu.ua)).

The results of non-formal education are recognised in accordance with the 'Regulations on the Recognition of Learning Outcomes Achieved through Non-Formal Education at Vasyl Stefanyk Carpathian National University' (URL: <https://surl.li/xpiocw>).

When using artificial intelligence technologies, applicants must adhere to the 'Recommendations on the Responsible Implementation and Use of Artificial Intelligence Technologies in Higher Education Institutions' (URL: <https://surl.li/zntjjk>).

### **8. Recommended reading and other sources**

#### **Core Literature:**

1. Lewicki R. J., Saunders D. M., Barry B. Negotiation. 9th ed. McGraw-Hill, 2024. [EBIN.PUB](#)
2. International Business Negotiation: Principles and Practice. Palgrave Macmillan. ISBN 9781352010046. [Amazon](#)
3. Berkland M. K., Buxbaum A. G. (Eds.). Intercultural Communication for the Global Business Professional. 1st ed. Routledge, 2023. DOI: <https://doi.org/10.4324/9781003298199> [Taylor & Francis](#)
4. O'Rourke J. S. Management Communication: A Case Analysis Approach. 7th ed. Routledge, 2023. [Routledge](#)
5. Fisher R., Ury W. Getting to Yes: Negotiating Agreement Without Giving In. 3rd ed. Penguin

Books, 2011.

**Supplementary Literature:**

6. Bradlow D. D., Finkelstein J. G. Negotiating Business Transactions: An Extended Simulation Course. 3rd ed. Aspen Publishing, 2023. [Aspen Publishing](#)
7. Khakhar P., Rammal H. G., Pereira V. Biculturals in International Business Negotiations: Moving Away from the Single Culture Paradigm. Journal of Organizational Change Management. 2023. Vol. 36 (1). P. 180–194. DOI: <https://doi.org/10.1108/JOCM-04-2022-0110> [Mumabusinessreview](#)
8. Lewis R. D. When Cultures Collide: Leading Across Cultures. 3rd ed. Nicholas Brealey Publishing, 2018.
9. Thompson L. The Mind and Heart of the Negotiator. 7th ed. Pearson, 2022.
10. Salacuse J. W. The Global Negotiator: Making, Managing and Mending Deals Around the World in the Twenty-First Century. Palgrave Macmillan, 2015.

**Online Resources:**

11. Program on Negotiation at Harvard Law School. URL: <https://www.pon.harvard.edu>
12. Top Notable Negotiations — PON Harvard Law School. URL: <https://www.pon.harvard.edu/daily/business-negotiations/top-notable-negotiations-2022/> [PON - Program on Negotiation](#)
13. Best Negotiation Books: A Negotiation Reading List — PON Harvard Law School. URL: <https://www.pon.harvard.edu/daily/negotiation-training-daily/negotiation-books-a-negotiation-reading-list/> [PON - Program on Negotiation](#)
14. International Association for Conflict Management. URL: <https://www.iacm-conflict.org>
15. MindTools — Negotiation Skills. URL: [https://www.mindtools.com/pages/article/newLDR\\_82.htm](https://www.mindtools.com/pages/article/newLDR_82.htm)

*Lecturer*

*Olena Ihorivna Zvarych*