



COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Cross-cultural Negotiations	

Lecturer(s)	Department(s) where the course unit (module) is delivered
Coordinator: Assoc. Prof. Dr. Ieva Žebrytė	Faculty of Economics and Business Administration
Other(s):	Sauletekio Av. 9, II building, LT 10222 Vilnius

Study cycle	Type of the course unit (module)
First	Elective

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Face-to-face, on-line	Spring semester	English

Requirements for students
Prerequisites: Management

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
5	130	48	82

Purpose of the course unit (module): programme competences to be developed		
This course aims to (i) develop an understanding about processes involved in, features and management of cross-cultural negotiations; (ii) develop learners' abilities to apply this knowledge in practice; as well as (iii) practice intercultural communication skills during negotiations.		
Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
Students will be able to describe the communicative aspects of the negotiation process and apply them in their analysis of case studies.	Interactive lecture, discussion, case study, problem-based learning, collaborative learning, group (team) project.	Test of open-ended and (or) closed questions, assessment of case study according to criteria, assessment of group project (negotiation plan) according to the evaluation criteria detailed in the rubric.
Students will be able to recognize intercultural differences and apply this understanding in the analysis of case studies.		
Students will be able to describe the course of a negotiation process, negotiation strategies, as well as styles and tactics of cross-cultural negotiations.		
Students will be able to develop a negotiation plan and a variety of scenarios based on different negotiation strategies, styles and tactics taking into account cultural differences.		
Students will be able to work in a team to create a joint project and present it to an audience.		

Content: breakdown of the topics	Contact hours							Self-study work: time and assignments		
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship/work placement	E-learning	Contact hours	Self-study hours	Assignments
1. The concept of negotiation. Overview of the negotiation process: planning, preparation, executing, closing, post negotiation activities.	2		2					4	6	Form teams, participate in drawing up of the presentations schedule.
2. Culture and negotiations: elements of culture and their role in negotiations. The phenomena of cross-cultural, intercultural, multicultural and intersectional relations.	2							2	6	Selection of cross-cultural negotiation case study.
3. Dimensions of cultural differences, classification of cultures. Cultural differences between developed and developing countries, consolidated and emerging economies etc.	2		2					4	2	Broad description of the cultural characteristics relevant to the selected case study. (1)
4. Negotiations as a communication process: verbal and nonverbal communication. Listening in communication.	2							2	6	Deep description of the cultural characteristics relevant to the selected case study. (2 & 3)
5. The 7 Cs of communication and their role in Cross-cultural Negotiations. Business and management theories of negotiations.	2		2					4	2	Analysis of the communicative part of the selected case from an intercultural perspective.
6. Psychology of negotiation/s: transactional and other analyses. Particularities of Business Negotiations.	2							2	6	Creation of the communicative part of the selected case study.
7. Psychology of negotiation/s: manipulation. Reasons for manipulation. Types of manipulation. Ways to recognize and resist manipulation.	2		2					4	2	Presentation of the prepared case study (in person or video as per students' preference).
8. Midterm “check-in” (test)	2							2	10	Preparation for midterm test
9. Negotiation Planning: setting goals and determining positions.	2		2					4	6	Choosing a case for a negotiation plan
10. Negotiation Planning: sources of power. The concept of BATNA.	2							2	2	Analysis of negotiation goals, wants, needs, and negotiation power.
11. Negotiation Planning: creating a strategy. The Harvard negotiation project.	2		2					4	6	The ‘other side’ in negotiating: information gathering & determination needs.
12. Negotiation Planning: choice of tactics. Tactical orientation continuum. Variants of cooperative strategy (win-win) tactics. Confrontational tactics and their counter-tactics. Tactics during the different stages of negotiations.	2							2	2	Development of negotiation scenarios based on different strategies. Choosing a negotiation strategy.
13. Conducting the process of live negotiation: stages and approaches.	2		2					4	6	Preparation of negotiation scenarios based on different

								negotiation styles. Choice of a style.
14. Closing negotiation/s. Decision-making. Termination of negotiations and withdrawal. Evaluation of negotiations.	2					2	2	Preparation of negotiation scenarios based on different tactics. Choice of tactics.
15. Approval and implementation of negotiation agreements.	2		2			4	6	Preparation of negotiation close and evaluation of negotiation.
16. Negotiating as a team. Factors of team effectiveness. Team composition and processes.	2					2	2	Final presentation of the negotiation plan.
Final test							10	Preparation for the final test.
Total	32		16			48	82	

Assessment strategy	Weight, %	Deadline	Assessment criteria
Case study (group work)	25%	According to seminars' schedule published on Moodle	<p>Students must complete a case of intercultural negotiations analysis applying lecture materials and scientific literature (detailed explanation of the assignment is published on Moodle). The completed analysis must be uploaded to Moodle VMA (word.doc), presented and defended in the class (.ppt) during seminars according to the schedule. The case studies without presentation are not evaluated (that is, the grade entered will be 0).</p> <p>Assessment criteria (according to Bloom's taxonomy): 1) completeness of the case description (description of facts, understanding); 2) correctness of concepts and theory application (application, analysis); 3) logic of generalizations (synthesis); 4) clarity and logic of reasoning and answering questions when presenting the work (evaluation).</p> <p>Works that fully meet all the specified criteria are evaluated with 10 points. Works that fully meet the first and second criteria and only partially meet the third or fourth criteria are evaluated with 9 points. Works that fully meet the first and second criteria and only partially meet the third and fourth criteria are evaluated with 8 points. Works that fully meet the first and second criteria, but do not fully meet the third or fourth criteria, are evaluated with 7 points. Works that fully meet the first criterion, partially meet the second criterion, and completely do not meet the third and fourth criteria are evaluated with 6 points. Works that at least partially meet the first and second criteria and do not fully meet the third and fourth criteria are evaluated with 5 points. Works that only partially meet the first criterion or do not meet any criterion are evaluated with 1-4 points.</p>
Negotiation plan (group work)	25%	According to seminars' schedule published on Moodle	<p>Students must prepare a negotiation plan adapted to a specific case (detailed explanation of the assignment is published in Moodle). The prepared plan must be uploaded to Moodle VMA (word.doc), presented and defended in the class (.ppt) during seminars according to the schedule. The prepared plan without presentation is not evaluated (0). Assessment criteria: 1) consistency of the plan - facts described without contradiction (understanding); 2) completeness of the plan – all structural parts are included, they are described in a comprehensive manner (application of a theory); 3) reasonableness of the plan - the planned actions are based on theory (analysis, synthesis); 4) clarity and logic of reasoning and answers to questions when presenting the work (evaluation). Works that fully meet all the specified criteria are evaluated with 10 points. Works that fully meet the first and second criteria and only partially meet the third or fourth</p>

			<p>criteria are evaluated with 9 points. Works that fully meet the first and second criteria, but only partially meet the third and fourth criteria, are evaluated with 8 points. Works that fully meet the first and second criteria, but do not fully meet the third or fourth criteria, are evaluated with 7 points. Works that fully meet the first and partially the second criteria, and that do not fully meet the third and fourth criteria, are evaluated with 6 points. Works that at least partially meet the first and second criteria and do not fully meet the third and fourth criteria are evaluated with 5 points. Works that only partially meet the first criterion or do not meet any criterion are evaluated with 1-4 points. The work assessment is the same for all members of the group.</p>
Midterm test (individual work)	25%	8/9 th week of semester	<p>Midterm test takes place in a computer classroom by answering written questions in Moodle from the first part of the course. During it, students answer open type. Assessment criteria of the answers to the open-ended questions:</p> <p>10 points - the questions are answered clearly, completely and in detail, the essence of the questions is revealed, generalized knowledge and the ability of critical thinking are demonstrated. 9 points - the questions are answered clearly, completely and in detail, the essence of the questions is revealed, generalized knowledge is demonstrated. 8 points - the questions are answered clearly, completely and in detail, the essence of the questions is revealed. 7 points - the questions are answered clearly, but incompletely, however, the most important things are listed. 6 points - the questions are answered unclearly or incompletely, some important aspects are not mentioned. 5 points - the questions are answered unclearly or incompletely, only one or several important aspects are mentioned. 4-1 - the questions are not answered.</p>
Final test (individual work)	25%	Exam session	<p>Final test takes place in a computer classroom by answering written questions in Moodle from the second part of the course. During it, students answer open-ended questions. Assessment criteria of the answers to the open-ended questions:</p> <p>10 points - the questions are answered clearly, completely and in detail, the essence of the questions is revealed, generalized knowledge and the ability of critical thinking are demonstrated. 9 points - the questions are answered clearly, completely and in detail, the essence of the questions is revealed, generalized knowledge is demonstrated. 8 points - the questions are answered clearly, completely and in detail, the essence of the questions is revealed. 7 points - the questions are answered clearly, but incompletely, however, the most important things are listed. 6 points - the questions are answered unclearly or incompletely, some important aspects are not mentioned. 5 points - the questions are answered unclearly or incompletely, only one or several important aspects are mentioned. 4-1 - the questions are not answered.</p>
<p>The final grade of the course is rounded half up if decimal points appear in the results of the evaluation. The students demonstrating active participation in seminar discussions may earn bonus points counted towards their overall Final Grade: asking questions, participating in in-class discussions, peer-to-peer evaluation of fellow students' work.</p>			
The assessment strategy for an external exam	Weight, %	Deadline	Assessment criteria
Test from the material of the whole course material	60 %	As agreed, during exam session.	<p>The test consists of 10 open questions from the whole course material. Regular assessment criteria apply (see above).</p>
2 practical assignments	40%		<p>Both assignments must be completed individually. The evaluation criteria are the same as studying in a full-time way.</p>

Author	Year of publication	Title	Issue or volume of a publication	Publishing house or web link
Compulsory reading				
de Oliveira, M. M.	2019	Business Negotiations in ELF from a Cultural Linguistic Perspective	Vol. 43	Gruyter
Ting Toomey, S. and Dorjee, T.	2019	Navigating intercultural and intergroup communication with mindfulness.	Communicating across cultures, 135-267.	The Gilford Press
Gosselin, T.	2007	Practical negotiating. Tools, tactics, and techniques.		Wiley
Fisher, R. Ury W. L., Patton, B.	2011	Getting to Yes: Negotiating Agreement Without Giving	Excerpt: pages 5 to 185.	Penguin Books
Supplementary reading				
DeVito, Joseph. A.	2016	<i>The interpersonal communication book</i>		England: Pearson
Fells, R.	2012	<i>Effective negotiation</i>		New York: Cambridge university press
Hall, E. T.	1989	<i>Beyond Culture</i>		Anchor Books
Hofstede, G.	2001	<i>Culture's consequences: comparing values, behaviors, institutions, and organizations across nations</i>		Thousand Oaks, California: Sage Publications
Hofstede, G.	2015	National Differences in Communication Styles.		Cambridge Scholars Publishing
Hilligesøe, S. and Jakobsen, H.S.	2010	<i>Negotiation. The art of reaching agreement.</i>		Academia
Lewis, R.D.	2002	<i>Kultūrų sandūra When cultures collide</i>		Vilnius: Alma Litera Nicholas Breadley International
Mažeikienė & Peleckis	2011	<i>Verslo derybos.</i>		Vilnius: Technika
Minkov & Hofstede	2013	<i>Cross-cultural analysis: the science and art of comparing the world's modern societies and their cultures</i>		Sage Publications