

**UNIVERSITY OF ECONOMICS - VARNA**  
**MASTER DEGREE CENTER**  
**DEPARTMENT OF MANAGEMENT AND ADMINISTRATION**

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Adopted by the FC (record №/ date):

Adopted by the DC (record №/ date):

**ACCEPTED BY:**

**Dean:**

(Prof. Stoyan Marinov, PhD)

## SYLLABUS

**SUBJECT: NEGOTIATIONS ACROSS CULTURES**

**DEGREE PROGRAMME: INTERCULTURAL BUSINESS; MASTER`S DEGREE**

**YEAR OF STUDY: 5; SEMESTER: 10**

**TOTAL STUDENT WORKLOAD: 90 hours; incl. curricular 30 hours**

**CREDITS: 3**

### DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	<b>WORKLOAD, hours</b>	<b>TEACHING HOURS PER WEEK, hours</b>
CURRICULAR: incl.		
● LECTURES	30	2
● SEMINARS / LAB. EXERCISES	0	0
EXTRACURRICULAR	60	-

Prepared by:

1. ....  
(ch. asst. prof. Velina Koleva, PhD)

2. ....  
(ch. asst. prof. Petya Angelova, PhD)

Head of department  
of Management and Administration: .....  
(assoc. prof Dobrin Dobrev, PhD)

## **I. ANNOTATION**

*Students will receive intensive, hands-on guidance to enable them to acquire expert skills in the key areas of negotiation, and to develop their own potential. Students will receive detailed instruction on the ins and outs of modern negotiation, coupled with an understanding of just how fundamental negotiation is to everyday business. Students will also work in small groups, planning and role playing a series of negotiations involving various business/company, national and ethnic cultures. The course explores the (cultural) misunderstandings surrounding competitive and collaborative negotiations, and identifies how one can benefit by converting competitive negotiations into collaborative approaches and developing partnership-type relationships. Students will gain additional insight into how alternative approaches to negotiation can be best employed in various cross-cultural negotiating situations, and discover how to achieve a positive outcome with cooperative, uncooperative and hostile opponents. The role plays will be used to reinforce the key, theoretical and practical learning points needed to develop students into novice negotiators.*

*Participants will also have the opportunity to audit their own negotiation style and scrutinise their own beliefs and approaches to cross-cultural negotiation, in order to identify how best to improve and refine core skills and develop new negotiating strategies.*

*By establishing an effective structure for planning cross-cultural negotiations, the course works to ensure that students are thoroughly prepared and also understand how to maximise the use of limited planning time. Common mistakes made during the planning process will be highlighted and revisited in the role play review and debrief lessons.*

*Most importantly, students will discover how to control cross-cultural negotiations, in order to achieve a desired outcome, while maintaining a constructive relationship. They will see for themselves the difference between average negotiators and expert negotiators, understand why many people fail to secure successful outcomes, and learn key actions which can be taken to ensure they avoid potential pitfalls while negotiating in business with other cultures.*

*The key competencies for lifelong learning according to European Reference Framework (<https://www.britishcouncil.org/sites/default/files/youth-in-action-keycomp-en.pdf>) that are developed in the course include: Personal, social and learning to learn competence (5), Entrepreneurship competence (7), and Cultural Awareness and Expression (8).*

## **II. THEMATIC CONTENT**

№	TITLE OF TOPIC AND SUBTOPICS	NUMBER OF HOURS <sup>1</sup>		
		L	S	L.E.
<b>Theme 1. WHAT IS NEGOTIATION AND WHO IS A NEGOTIATOR</b>		<b>4</b>		
1.1.	Preconceptions, definitions, characteristics			
1.2.	Leveraging our experience, Johari and negotiation, your personal and cultural blind spots in negotiating			
<b>Theme 2. NEGOTIATIONS AND COMPANY CULTURE</b>		<b>5</b>		
2.1.	Company cultures and expectations of negotiators			
2.2.	Representing your company's products/services			
2.3.	Company/product image and the effect on negotiating			
<b>Theme 3: SELECTING YOUR STRATEGY</b>		<b>4</b>		
3.1.	Relationship versus outcome: AACCC			

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<sup>1</sup> L – lectures; S – seminars; L.E. – laboratory exercises

3.2.	Assertiveness versus Aggression: Cultural pitfalls; Passive-aggressive behaviour and culture in negotiating			
<b>Theme 4: PRINCIPLED NEGOTIATION STRATEGIES</b>		<b>4</b>		
4.1.	The 4 steps - Harvard's PON program and cross-cultural references; Knowing the Terms of negotiating: Ury: "Getting to Yes"			
4.2.	Knowing the Terms exercise, Roleplay and feedback			
4.3.	Distributive versus integrative negotiation			
<b>Theme 5: COMMUNICATION IS THE KEY</b>		<b>5</b>		
5.1.	The Communication Cycle and Culture, Notions/Perceptions of Quality, Cost and Time			
5.2.	5 Characteristics of Win/Win Negotiators			
5.3.	Managing Emotions			
5.4.	Negotiating with Colleagues - Business/Company Cultural Pitfalls Roleplay and feedback			
<b>Theme 6: EXPLORING POWER/LEVERAGE</b>		<b>4</b>		
6.1.	Sources of Power and Culture + Roleplay and feedback			
6.2.	When they say 'No': Ury and Fisher "Getting Past No"			
<b>Theme 7: CULTURE AND NEGOTIATING</b>		<b>4</b>		
7.1.	Cultures Negotiate Differently: Emotion			
7.2.	Ethics and Ethical Issues in Cross-Cultural Negotiations: Manipulation/Psychological Manipulation and Countering it			
<b>Course review, conclusion</b>				
	Sales Negotiation: A Cross-Cultural Roleplay + feedback			
	<b>Total:</b>	<b>30</b>		

### **III. FORMS OF CONTROL:**

<b>№</b>	<b>TYPE AND FORM OF CONTROL</b>	<b>Number</b>	<b>extracurricular, hours</b>
<b>1.</b>	<b>Midterm control</b>		
1.1.	Roleplay 1	1	20
1.2.	Roleplay 2	1	20
1.3.	Case study	1	20
<b>Total midterm control:</b>		3	60
<b>2.</b>	<b>Final term control</b>		
2.1.	End-of-term exam		
<b>Total final term control:</b>		-	-
<b>Total for all types of control:</b>		3	60

### **IV. LITERATURE**

#### **REQUIRED (BASIC) LITERATURE:**

1. Fisher, R., Ury, W., Patton, B. (2011). Getting to Yes: Negotiating Agreement without Giving In. Houghton Mifflin Harcourt: Boston.
2. Negotiations Across Cultures Course Materials available at <https://e-learn.ue-varna.bg>.

#### **RECOMMENDED (ADDITIONAL) LITERATURE:**

1. Gannon, M. J., Newman, K. L. (2002). The Blackwell Handbook of Cross-Cultural Management. Wiley: Hoboken, NJ.
2. Gelfand, M. J., Brett, J. M. Eds. (2004). The Handbook of Negotiation and Culture. Stanford Business: Stanford, CA.
3. Harvard Program on Negotiation available at <https://www.pon.harvard.edu/daily/international-negotiation-daily/culture-in-negotiation-preparing-for-international-negotiation/>.