



CYPRUS INTERNATIONAL INSTITUTE OF MANAGEMENT

COURSE UNIT DESCRIPTION

Course Unit Title	COMMUNICATION & NEGOTIATION SKILLS	
Course Unit Code	MB 680	
Type of Unit	Core	
Level of Course Unit	Second cycle	
Year of Study	First/second year	
Semester	On demand	
Number of ECTS	6 ECTS	
Course Unit Objectives	The objective of this course is to expose students to best practices in order to apply and develop advanced communication skills. The second half of the course will be dedicated to negotiation, a specific communication exercise, where two or more parties try to reach a joint decision. It will cover different negotiation approaches (namely distributive and integrative), preparation, negotiation process, as well as an introduction to conflict management and mediation (where a third party helps people negotiate a way out of their conflict).	
Learning Outcomes	On completion of this course students are expected to be able to:	
	CILO 1	Develop advanced verbal and non-verbal communication skills essential in culturally diverse and individually differential settings.
	CILO 2	Develop active listening, observational and constructive feedback skills
	CILO 3	Plan, prepare and deliver an effective business presentation.
	CILO 4	Distinguish basic negotiation strategies, especially distributive vs. integrative processes.
	CILO 5	Conceptualize the ins-and-outs of negotiation and apply these concepts into planning and preparing all kinds of professional negotiations.
	CILO 6	Understand the human interaction processes (psychology, communication) taking place at and around the negotiation table, especially in conflict settings.
	CILO 7	Develop advanced verbal and non-verbal communication skills essential in culturally diverse and individually differential settings.
Mode of delivery	Face to Face	
Course Content	Understanding communication	CILO 1, 2, 3, 6
	Communication styles, attitudes & non-verbal communication	CILO 1, 2, 3
	Communicate confidently, persuade & influence others	CILO 1, 2, 3
	Active listening, clarifying & questioning	CILO 2
	Getting your message across	CILO 1, 3
	Difficult communication	CILO 2
	Giving & receiving feedback effectively	CILO 2
	Planning, preparing & delivering effective presentations	CILO 1, 3
	Distributive Negotiation	CILO 1, 4, 5
	Integrative Negotiation	CILO 1, 4, 5
	From Contracts to Conflict	CILO 2, 5, 6
From Negotiation to Mediation	CILO 2, 6	
Recommended or required reading (Communication Skills)	<p>Textbooks: Cheesebro, T., O'Connor, L., Rios, F. (2006), <i>Communication Skills, Preparing for Career Success</i>, Chapters 1-5 (3rd ed.), Pearson Mullins, L.J. (2007). <i>Management & Organisational Behaviour</i>, Chapter 6 (8th ed.). Harlow, England: FT Prentice Hall, Pearson Education Ltd</p> <p>Further reading: Back, K. (2005). <i>Assertiveness at work</i>. London: McGraw-Hill Jay, R. (2003). <i>How to write proposals & reports that get results</i>. Harlow, England: Pearson Business</p>	



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	<p>Maude, B (2011). <i>Managing Cross-Cultural Communication</i>. Principles and Practice, Basingstoke, England: Palgrave Macmillan,</p> <p>Oliver, R. & Janni, N. (2004). <i>Peak performance presentations</i>. London: Spiro Press</p> <p>Patterson, K. et al (2002). <i>Crucial Conversations: tools for talking when stakes are high</i>. New York: McGraw Hill</p> <p>Rodenburg, P. (2007). <i>Presence</i>. London: Penguin</p> <p>Seligman, M.E.P. (2006). <i>Learned Optimism</i> New York: Vintage</p> <p><u>Videos:</u></p> <p>Cuddy, A. (2012) <i>Your Body Language Shapes Who You Are</i> https://www.youtube.com/watch?v=Ks-Mh1QhMc</p> <p>Duarte, N. (2010) <i>The Secret Structure of Great Talks</i> https://www.youtube.com/watch?v=1nYFpuc2Umk#t=18</p> <p>Pease, A. (2012) <i>Body Language</i> https://www.youtube.com/watch?v=ZZZ7k8cMA-4</p>
<p>Recommended or required reading for Negotiation Skills</p>	<p><u>Reading:</u></p> <p>Fisher, R. & Ury W. (2003). <i>Getting to Yes: Negotiating Agreement without Giving In: The Secret to Successful Negotiation</i>. Random House Business Books.</p> <p><u>Complementary Reading:</u></p> <p>Lax, D. A. (2006). <i>3-D Negotiation</i>. Harvard Business School Press.</p> <p>Lax, D. A. & Sebenius (1986). J. <i>The Manager as Negotiator</i>. The Free Press.</p> <p>Lempereur, A. & Colson, A. (2010). <i>The First Move: A Negotiator Companion</i>. John Wiley & Sons.</p> <p>Lewicki, R.J., Barry, B., & Saunders D. (2010). <i>Negotiation</i>. McGraw-Hill Higher Education.</p> <p>Mnookin, R. & Sussking L. (1999). <i>Negotiating on behalf of others: Advice to lawyers, business executives, sports agents, diplomats, politicians and everybody else</i>. Sage Publications</p> <p>Mnookin, R., Peppet, S. & Tulumello, A. (2000). <i>Beyond Winning. Negotiating to create value in deals and disputes</i>. Harvard University Press.</p> <p>Raiffa, H. (1982). <i>The Art and Science of Negotiation</i>. Harvard University Press.</p> <p>Thompson, L. (2004). <i>The Mind and Heart of the Negotiator</i>. Prentice Hall.</p> <p>Ury, W. (1993). <i>Getting Past No</i>. Bantam Books.</p> <p>Ury, W., Brett, J. & Goldberg, S. (1988). <i>Getting Disputes Resolved: Designing Systems to Cut the Cost of Conflict</i>. Program on Negotiation Books.</p>
<p>Planned learning activities and teaching methods</p>	<p>Lectures; in-class discussions and debates; team work; presentations; peer evaluation; peer-to-peer instruction; questionnaire analysis; networking activities; “live” project, video case studies; negotiation role playing exercises.</p>
<p>Assessment methods and criteria</p>	<p>20% participation during the course – assessed by instructors based on timely attendance, interest, active participation team and role playing, and discussions.</p> <p>80% individual assignments – assessed by instructors</p>
<p>Language of Instruction</p>	<p>English</p>