

## Subject card

|                                             |                                                                                                                                                                                                             |                                                          |                                         |                                     |                                                                                                                                                |            |     |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----|
| Subject name and code                       | Negotiations, PG_00177879                                                                                                                                                                                   |                                                          |                                         |                                     |                                                                                                                                                |            |     |
| Field of study                              | Management                                                                                                                                                                                                  |                                                          |                                         |                                     |                                                                                                                                                |            |     |
| Date of commencement of studies             | October 2025                                                                                                                                                                                                |                                                          | Academic year of realisation of subject |                                     | 2026/2027                                                                                                                                      |            |     |
| Education level                             | Master's studies                                                                                                                                                                                            |                                                          | Subject group                           |                                     | Obligatory subject group in the field of study<br>Optional subject group<br>Subject group related to scientific research in the field of study |            |     |
| Mode of study                               | full-time studies                                                                                                                                                                                           |                                                          | Mode of delivery                        |                                     | at the university                                                                                                                              |            |     |
| Year of study                               | 2                                                                                                                                                                                                           |                                                          | Language of instruction                 |                                     | Polish                                                                                                                                         |            |     |
| Semester of study                           | 4                                                                                                                                                                                                           |                                                          | ECTS credits                            |                                     | 3.0                                                                                                                                            |            |     |
| Learning profile                            | academic                                                                                                                                                                                                    |                                                          | Assessment form                         |                                     | credit                                                                                                                                         |            |     |
| Conducting unit                             | Department of Organisational Behaviour -> Faculty of Management -> Rector                                                                                                                                   |                                                          |                                         |                                     |                                                                                                                                                |            |     |
| Name and surname of lecturer (lecturers)    | Subject supervisor                                                                                                                                                                                          |                                                          | dr Joanna Litwin                        |                                     |                                                                                                                                                |            |     |
|                                             | Teachers                                                                                                                                                                                                    |                                                          |                                         |                                     |                                                                                                                                                |            |     |
| Lesson types                                | Lesson type                                                                                                                                                                                                 | Lecture                                                  | Tutorial                                | Laboratory                          | Project                                                                                                                                        | Seminar    | SUM |
|                                             | Number of study hours                                                                                                                                                                                       | 0.0                                                      | 30.0                                    | 0.0                                 | 0.0                                                                                                                                            | 0.0        | 30  |
|                                             | E-learning hours included: 0.0                                                                                                                                                                              |                                                          |                                         |                                     |                                                                                                                                                |            |     |
| Learning activity and number of study hours | Learning activity                                                                                                                                                                                           | Participation in didactic classes included in study plan |                                         | Participation in consultation hours |                                                                                                                                                | Self-study | SUM |
|                                             | Number of study hours                                                                                                                                                                                       | 30                                                       |                                         | 2.0                                 |                                                                                                                                                | 43.0       | 75  |
| Subject objectives                          | To impart knowledge and practice skills on how and how to conduct effective negotiations and the principles of effective interpersonal communication to increase the likelihood of success in negotiations. |                                                          |                                         |                                     |                                                                                                                                                |            |     |

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| Learning outcomes                                        | Course outcome                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Subject outcome                                                                                                                                                                                                                                                                                                                                                                    | Method of verification                                                                    |
|                                                          | [ZARZMU2_U11] The student can collaborate effectively in teams and assume leadership roles.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | The student is aware of the necessity and differentiates his/ her attitudes, behaviours and actions according to the role played in the negotiation and processes of interpersonal communication.                                                                                                                                                                                  | [SU1] oral statement/conversation/ discussion<br>[SU2] presentation/project/paper/ report |
|                                                          | [ZARZMU2_W04] The student possesses a deep understanding of human behavior, including individual, group, and organizational dynamics within an organization.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | The student distinguishes and characterises the main stages of the negotiation process, taking into account the role and tasks of the individual members of the negotiation team, and describes methods for strengthening and exploiting their negotiating position.                                                                                                               | [SW4] test/exam - oral or written<br>[SW2] presentation/project/paper/ report             |
|                                                          | [ZARZMU2_W06] The student possesses a thorough understanding of the principles of rational decision-making related to individual resources, functional areas within the organization, processes, and management levels. This understanding is based on a well-structured and theory-supported foundation in management, quality sciences, economics, and finance.                                                                                                                                                                                                                                                            | The student identifies and analyses problems relating to the current negotiation situation and, on this basis, makes a rational decision about the action to be taken to increase the likelihood of success in the negotiation.                                                                                                                                                    | [SW4] test/exam - oral or written<br>[SW2] presentation/project/paper/ report             |
|                                                          | [ZARZMU2_U10] The student can communicate information, express opinions, and engage in debates with diverse audiences using management and quality science terminology across various media.                                                                                                                                                                                                                                                                                                                                                                                                                                 | The student chooses an appropriate strategy to act in a negotiation situation and uses a variety of media, communicating with the public in such a way as to increase the likelihood of reaching an effective agreement.                                                                                                                                                           | [SU1] oral statement/conversation/ discussion<br>[SU2] presentation/project/paper/ report |
|                                                          | [ZARZMU2_U09] The student can independently plan and implement the learning process, improve professional skills in lifelong management, and guide others in this area.                                                                                                                                                                                                                                                                                                                                                                                                                                                      | The student independently obtains and analyses data and then uses them to prepare and conduct the negotiation process.                                                                                                                                                                                                                                                             | [SU1] oral statement/conversation/ discussion<br>[SU2] presentation/project/paper/ report |
| Subject contents                                         | 1. Negotiations - introduction: definitions, objectives, conditions and rules of conduct.<br>2. Stages of negotiation - actions, principles, mistakes.<br>3. Negotiation styles and orientations.<br>4. Negotiator - characteristics of an effective negotiator.<br>5. Manipulations in negotiations.<br>6. Verbal and non-verbal communication in negotiations. - Types, features, barriers, principles of communication increasing the probability of success in negotiations.<br>7. Preparing for and conducting negotiations - realisation of a project, realisation of partial tasks related to the discussed contents. |                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                           |
| Prerequisites and co-requisites                          | Basic knowledge of the principles of communication and influence.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                           |
| Assessment methods and criteria                          | Subject passing criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Passing threshold                                                                                                                                                                                                                                                                                                                                                                  | Percentage of the final grade                                                             |
|                                                          | Project - completion of individual and student group work during the course.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 51.0%                                                                                                                                                                                                                                                                                                                                                                              | 50.0%                                                                                     |
|                                                          | written colloquium                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 51.0%                                                                                                                                                                                                                                                                                                                                                                              | 50.0%                                                                                     |
| Recommended reading                                      | Basic literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1. R. Fisher, W. Ury, B. Patton, Dochodząc do TAK. Negocjacje bez poddawania się, PWE, Warszawa 2016.<br>2. W. Ury, Odchodząc od NIE. Negocjowanie od konfrontacji do kooperacji, PWE, Warszawa 2013.<br>3. Ch. Voss, T. Raz, Negocjuj jakby od tego zależało twoje życie, MTBiznes, Warszawa 2017.<br>4. P. Golembiewski, Sztuka negocjacji, Akademia Negocjacji, Białystok 2025. |                                                                                           |
|                                                          | Supplementary literature                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 1. L. Buksak, Szkoła mówców. Myśl i prezentuj inaczej niż wszyscy, HELION, Gliwice 2019.<br>2. K. Błaszczak, R. Uździcki, Zbigniew Nęcki (red.), Komunikacja i negocjowanie a współdziałanie interpersonalne, Wydawnictwo: Adam Marszałek, Toruń 2010.                                                                                                                             |                                                                                           |
|                                                          | eResources addresses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                           |
| Example issues/ example questions/ tasks being completed | 1. Identify, formulate and prioritise objectives for negotiation for the negotiation situation indicated.<br>2. Prepare alternatives to a negotiated agreement - BATNA.<br>3. Formulate and present ways of responding to a negotiating partner's arguments according to the principles of feedback formulation.                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                           |
| Work placement                                           | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                           |

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