

Документ подписан простой электронной подписью  
Информация о владельце: MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION  
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Должность: Ректор  
Дата подписания: 18.06.2026 10:41:03  
Уникальный программный ключ:  
24f866be2aca16484036a8cbb3c509a9531e605f

Federal State Budgetary Educational Institution of Higher Education  
"Ural State University of Economics"

Approved  
at the Department meeting

December 5, 2025  
Protocol # 4  
Head of the Department Markova T.L.

Approved  
by the Council for Educational and  
Methodological Issues and Quality of  
Education

December 16, 2025  
Protocol # 4  
Chairman  Karkh D.A.  
(signature)



### COURSE PROGRAMME

Title	Business Communications
Field of study	38.04.02 Management
Profile	Management of International Tourism (in English)
Form of study	Full-time
Year of enrollment	2026

Compiled by:  
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Ekaterinburg  
2025

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## INTRODUCTION

The work program of the discipline is part of the main professional educational program of higher education-the master's program developed in accordance with the Federal State Educational Standard of Higher Education

State Educational Standard of	Federal State Educational Standard of Higher Education -Master's degree in the field of training 38.04.02 Management (Order of the Ministry of Education and Science of the Russian Federation No. 952 of 12.08.2020)
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### 1. THE PURPOSE OF MASTERING THE DISCIPLINE

The purpose of mastering the discipline "Business Communications" is to form an understanding of the system of business communications in a modern enterprise, to get acquainted with modern socio-psychological concepts of successful business communications, to develop practical knowledge, skills, assessment and analysis of communication strategies of partners, as well as skills of their own unique strategy of self-presentation and business communication. communication.

### 2. PLACE OF THE DISCIPLINE IN THE STRUCTURE OF THE MAIN PROFESSIONAL EDUCATIONAL PROGRAM

Discipline refers to the part formed by the participants of educational relations.

### 3. SCOPE OF THE DISCIPLINE

Intermediate certification	Hours				credit units
	Just a semester	Contact work .(according to study assignments)		Independent work Independent work including preparation of tests and term	
		Total	Practical exercises, including course design e		
Semester 1					
Test	72	16	16	56	2

### 4. PLANNED RESULTS OF MASTERING MAIN PROFESSIONAL EDUCATIONAL PROGRAM

As a result of mastering the main professional educational program, the graduate should have formed the competencies established in accordance with the Federal State Educational Standard for Higher Education.

Code and name of competencies	Indicators of achievement of competencies
UC-3 is able to organize and manage the work of a team, developing a team strategy for achieving the set goal	AI-1.UC-3 Know: teamwork strategies; ways and methods of selecting team members to achieve the goal

UC-3 is able to organize and manage the work of the team, developing a team strategy to achieve the set goal	AI-2.UC-3 Be able to: organize and adjust the work of the team, including on the basis of collective decisions
	AI-3.UC-3 Have practical experience in organizing and managing team interaction in solving set goals; experience in overcoming disagreements, disputes and conflicts that arise in the team based on taking into account the interests of the parties
UC-4 is able to apply modern communication technologies, including in a foreign language(s), for academic and professional interaction	AI-1.UC-4 Know: modern communication technologies; standards of business written communication; principles of drawing up standard business documentation for academic and professional purposes in Russian and foreign languages
	AI-2.UC-4 Be able to: establish contacts and organize communication in accordance with the needs of joint activities; draw up business documentation in accordance with the norms of the Russian language
	AI-3.UC-4 Have practical experience in presenting the results of research and project activities at various public events; participating in academic and professional discussions in a foreign language
UC-5 is able to analyze and take into account the diversity of cultures in the process of cross-cultural interaction	AI-1.UC-5 To know: fundamentals of social interaction aimed at solving professional problems; mechanisms of cross-cultural interaction in society
	AI-2.UC-5 Be able to: present professional information in the process of cross-cultural interaction; analyze the features of social interaction, taking into account national and ethno-cultural features
	AI-3.UC-5 Have practical experience in organizing interaction in a professional environment, taking into account national and ethno-cultural characteristics; cross-cultural interaction skills, taking into account the diversity of cultures

## 5. THEMATIC PLAN

Topic	of Hours						
	Name of the topic	Total hours	Contact work (according to study assignments)			Independent work	Control Independent work control independent work
			Lectures	Laboratory facilities	Practical exercises classes		
Semester 1		72					
Topic 1.	The nature and essence of business communications (UC-3, UC-4, UC-5)	8			2	6	
Topic 2.	Business communications as a management process (UC-3, UC-4, UC-5)	8			2	6	
Topic 3.	Forms of business communications and their application (UC-3, UC-4, UC-5)	8			2	6	
Topic 4.	Verbal means of communication (UC-3, UC-4, UC-5)	8			2	6	
Topic 5.	Negotiation techniques (UC-3, UC-4, UC-5)	8			2	6	
Topic 6.	General rules of relations with mass media (UC-3, UC-4, UC-5)	10			2	8	
Topic 7.	Non-verbal means of communication (UC-3, UC-4, UC-5)	10			2	8	
Topic 8.	Types of external and internal communications of the company (UC-3, UC-4, UC-5)	12			2	10	

## 6. FORMS OF CONTINUOUS CONTROL AND INTERMEDIATE ATTESTATION SCALE OF EVALUATION

Section/Subject	Type of evaluation tool	Description of the evaluation tool	Evaluation criteria
<b>Current control (Appendix 4)</b>			
Topic 1-2	Test (Appendix 4)	The test consists of 10 questions.	1 point for each correct answer. The maximum number of points is 10.
Topic 3-5	Role-playing game (Appendix 4)	Role-playing game in groups of 2 people	The maximum number of points is 10.
Topic 6-8	Test (Appendix 4)	The test consists of 10 questions.	1 point for each correct answer. The maximum number of points is 10.
<b>Intermediate certification (Appendix 5)</b>			
1 semester (For)	Credit card (Appendix 5)	The ticket consists of two tasks: 1. Send a message on the suggested topic. 2. Mini-case.	60-100%

## DESCRIPTION OF ASSESSMENT SCALES

The indicator for assessing the development of OPOP is formed on the basis of combining the current control and intermediate certification of the student.

The rating indicator for each discipline is expressed as a percentage, which shows the level of preparation of the student.

Current control. A 100-point rating system is used. Assessment of student performance during the semester is carried out by the teacher in accordance with the developed system of assessment of academic achievements in the course of training in this discipline.

The working programs of disciplines and practices set out the types of ongoing control, planned results of control activities, and criteria for evaluating academic achievements.

During the semester, the teacher conducts at least 3 control activities to assess the student's performance. If class attendance in a discipline is included in the rating, then this indicator is no more than 20% of the maximum number of points in the discipline.

Intermediate certification. A 5-point rating system is used. Assessment of the student's work at the end of the discipline (part of the discipline) is carried out by the teacher in accordance with the system developed by him for evaluating the student's achievements in the course of training in this discipline. Intermediate certification is also carried out at the end of competence formation.

The procedure for transferring the rating provided for by the rating system for a discipline to a five-point system.

High level-100% - 70% - excellent, good.

Average level-69% - 50% - satisfactory.

Rating indicator	5-point rating indicator	Indicator characteristics
100% - 85%	excellent	have excellent theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, carry out evaluation
84% - 70%	good	have good theoretical knowledge in full, understand, independently know how to apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results.  There may be some errors corrected by the student independently in the course of work (answer, etc.)
69% - 50%	satisfactory	have satisfactory general theoretical knowledge, are able to apply, investigate, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, etc. evaluate results at an average level. Mistakes are allowed that the student finds difficult to correct on their own.
49 % or less	unsatisfactorily	do not have a full amount of general theoretical knowledge, do not know how to independently apply, research, identify, analyze, systematize, categorize, calculate indicators, classify, develop models, algorithmize, manage, organize, plan research processes, evaluate results. Skills and abilities for solving professional tasks are not formed
100% - 50%	credited	indicator characteristics correspond to "excellent", " good", "satisfactory"
49 % or less	not credited	indicator characteristics correspond to "unsatisfactory"

## 7. CONTENT OF THE DISCIPLINE

### 7.2 Content of practical classes and laboratory work

<p>Topic 1. The nature and essence of business communications (UC-3, UC-4, UC-5)  Communications and corporate culture of the organization. The organization's image. The role of public opinion in the successful development of an organization. Principles of business relations. Business etiquette. Patterns of interpersonal relationships.</p>
<p>Topic 2. Business communications as a process of management activity (UC-3, UC-4, UC-5)  Concept and types of business communications. Subjects of business communications. Verbal and nonverbal means of communication. Manipulation in business communications. Gender differences in business communications.</p>
<p>Topic 3. Forms of business communications and their application (UC-3, UC-4, UC-5)  Business conversation, features of its conduct. Business conversation by phone: features of conducting telephone conversations, organization of telephone conversations, preparation and conduct of telephone conversations, rules of telephone conversations. Business meetings. Discussion and dispute as forms of business communication. Public speech. Self-presentation. Summary: rules for drawing up and submitting documents.</p>
<p>Topic 4. Verbal means of communication (UC-3, UC-4, UC-5)  Features of verbal means of communication. The main types of speech activity in business communication. Paralinguistic and extralinguistic means of business communication and their role.</p>
<p>Topic 5. Negotiation techniques (UC-3, UC-4, UC-5)  Business negotiation techniques as a process, main stages. Rules for conducting negotiations. Basic techniques (techniques) of conducting business negotiations and their features.</p>
<p>Topic 6. General rules of relations with mass media (UC-3, UC-4, UC-5)  General rules of relations with journalists. Basic information tools (press release, review article, press conference, briefing, interview, background, etc.).</p>
<p>Topic 7. Non-verbal means of communication (UC-3, UC-4, UC-5)  The main elements of nonverbal communication in business communication, their features. Nonverbal communication and business ethics.</p>
<p>Topic 8. Types of external and internal communications of the company (UC-3, UC-4, UC-5)  The role of corporate communications in business activities. Types of external communication: print products, corporate identity and culture, investor relations, annual report of the firm, direct and indirect lobbying, reception, sponsorship and patronage. Types of internal corporate communication: relations with personnel-forms and trends.</p>

### 7.3. Content of independent work

<p>Topic 2. Business communications as a management activity process (UC-3, UC-4, UC-5)  Create a table of the main types of business communications. Illustrate gender differences in business communications. Formulate the pros and cons of manipulation in business communications.</p>
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<p>Topic 3. Forms of business communications and their application (UC-3, UC-4, UC-5)  Formulate a list of principles and rules for preparing and conducting telephone conversations. Analyze the main difficulties and mistakes in conducting telephone conversations in a foreign language. Prepare a self-presentation (5 minutes ). Formulate recommendations for writing a resume for a foreign company. Prepare your resume.</p>
<p>Topic 4. Verbal means of communication (UC-3, UC-4, UC-5)  Make recommendations for effective verbal communication. Use examples to illustrate the features of verbal communication.</p>
<p>Topic 5. Negotiation techniques (UC-3, UC-4, UC-5)  Make a table of the main techniques of conducting business negotiations. Analyze the pros and cons of each negotiation technique. Make recommendations for using negotiation techniques.</p>
<p>Topic 6. General rules of relations with mass media (UC-3, UC-4, UC-5)  Formulate the main recommendations for preparing a press release or review article. press conferences, briefings, and interviews. Find examples of the main communication tools (oral and written) and analyze them in terms of your recommendations.</p>
<p>Topic 7. Non-verbal means of communication (UC-3, UC-4, UC-5)  Make a table of the main elements of nonverbal communication. Illustrate the impact of various elements of nonverbal communication on business ethics. Give recommendations on how to use nonverbal communication tools.</p>
<p>Topic 8. Types of external and internal communications of the company (UC-3, UC-4, UC-5)  Choose one of the large companies and use it as an example to illustrate the types of external and internal corporate communication used by the organization.</p>

7.3.1. Sample questions for self-preparation for the test/exam  
Appendix 1

7.3.2. Practical tasks in the discipline for self-preparation for the test/exam  
Appendix 2

7.3.3. The list of coursework  
is not provided

7.4. The electronic portfolio of the student  
Materials are not placed

7.5. Methodological recommendations for the implementation of the control work is not provided

7.6 Methodological recommendations for the implementation of the course work Not provided

## **8. FEATURES OF THE ORGANIZATION OF THE EDUCATIONAL PROCESS IN THE DISCIPLINE FOR PERSONS WITH DISABILITIES**

### ***At the request of the student***

In order to make the program accessible for persons with disabilities, if necessary, the department provides the following conditions:

- a special procedure for mastering the discipline, taking into account the state of their health;
- electronic educational resources on the discipline in forms adapted to the limitations of their health;
- studying the discipline according to an individual curriculum (regardless of the form of study);
- e-learning and distance learning technologies that provide for the possibility of receiving and transmitting information in forms that are accessible to them.
- access (remote access) to modern professional databases and information reference systems, the composition of which is determined by the discipline's work program.

## **9. LIST OF BASIC AND ADDITIONAL EDUCATIONAL LITERATURE REQUIRED FOR MASTERING THE DISCIPLINE**

### **Сайт библиотеки USUE Library Website**

<http://lib.usue.ru/>

### **Main literature:**

2. Bunaeva I. A. English for Successful Intercultural Communication: Training manual. - Moscow: Moscow State Pedagogical University, 2023. - 300- Available at: <https://znanium.com/catalog/product/2157554>

3. Pervukhina I. V., Markova T. L., Pirozhkova I. S. Business communications in English [Electronic resource]: textbook. - Yekaterinburg: USUE, 2024. – 325- Available at: <http://lib.wbstatic.usue.ru/resource/limit/ump/24/p496417.pdf>

### **Additional literature:**

2. Первухина English for Master's Students. Uchebnoe posobie. Ch.2 [Textbook]. - Yekaterinburg: [USUE Publishing House], 2017. - 71- Available at: <http://lib.usue.ru/resource/limit/ump/17/p489543.pdf>

3. English for Academics. A communication skills course for tutors, lecturers and PhD students ; In collaboration with the British Council. Vook 2:.. - Cambridge: Cambridge University Press, [2015]. - 176

## **10. LIST OF INFORMATION TECHNOLOGIES, INCLUDING THE LIST ЛИЦЕНЗИОННОГО OF LICENSED SOFTWARE AND INFORMATION REFERENCE SYSTEMS, ONLINE COURSES USED IN THE IMPLEMENTATION OF THE EDUCATIONAL PROCESS IN THE DISCIPLINE**

### **List of licensed software:**

Astra Linux Common Edition. Contract No. 0417-U / 2019 dated 08.05.2019, Act No. Sk000343 dated 24.05.2019 and Contract No. 35-U / 2018 dated 13.06.2018, Act No. UT213 dated 17.12.2018. The license - is valid for an unlimited period of time.

MyOffice is standard. Agreement no . SK-281 of 7 June 7 , 2017. Date of conclusion - 07.06.2017. The license - бeз is valid for an unlimited period of time.

**List of information reference systems and resources of the Internet information and telecommunications network:**

Legal reference system Consultant +. Contract No. 143/223-U / 2025 dated 02.12.2025 License validity period until 31.12.2026

31.12.2026 Garant Reference and Legal system . Agreement No. 58419 of December 22 , 2015. License validity period-no time limit

**11. DESCRIPTION OF THE MATERIAL and TECHNICAL BASE NECESSARY FOR THE IMPLEMENTATION OF THE EDUCATIONAL PROCESS IN THE DISCIPLINE**

Implementation of the academic discipline is carried c out using the material and technical base of USUE, which provides all types of training sessions and research and independent work of students:

Special rooms are classrooms for all types of classes group and individual consultations, ongoing monitoring , and interim evaluation.

Rooms for independent work of students are equipped with computer equipment with the ability to connect to the Internet and provide access to the electronic information and educational environment of USUE.

All rooms are equipped with specialized furniture and multimedia equipment , special equipment (information and telecommunications, other computer equipment), access to information and search systems, reference and legal systems, electronic library systems, databases of current legislation, and other information resources that serve to present educational information to a large audience.

For conducting lecture -type classes, presentations and other educational and visual aids that provide thematic illustrations.

### **7.3.1. Sample questions for self-preparation for the test**

1. Company image and its factors. The role of public opinion in the success of the company.
2. Principles of business relations.
3. Business etiquette. Relationships between partners.
4. Concepts and types of business communication.
5. Subjects of business communication.
6. Verbal and non-verbal communication.
7. Manipulation in business communication.
8. Gender differences in business communication.
9. Business report: main features.
10. Business conversation on the phone: features of telephone conversations, preparation and conduct of telephone conversations, rules of telephone conversations.
11. Business meetings.
12. Discussions and arguments as forms of business communication.
13. Self-presentation.
14. Summary: key rules.
15. Types of verbal communication: oral and written.
16. Dialogue as one of the forms of business communication. Types of dialogue: informative, factual, manipulative, polemical.
17. Communication barriers and how to overcome them.
18. Differences between oral and written communications. Universal rules for writing texts. Advertising texts.
19. Types of listening: non-reflexive, active, reflective. Characteristic features of communication barriers during the listening process.
20. How to prepare for a meeting with a partner (client).
21. Establishing mutual understanding (verbal and non-verbal signals, visual component).
22. Methods of asking questions and their types.
23. Methods of active listening.
24. Zones and distances in business communication. Organization of the environment in the process of communication.
25. Difficult partners.
26. Completion of negotiations.
27. General rules for interaction with journalists.
28. Main communication tools (press release, review article, press conference, briefing, interview, short description, etc.).
29. Sign language in business communication. The concept of gestures and their classification.
30. Factors affecting the interpretation of non-verbal signals in the process of communication.

### **7.3.2. Practical tasks in the discipline for self-preparation for the test**

#### **Sample practical tasks for the test**

##### **Task 1 Do the test. Choose the correct option (a-d) (UC-3, UC-4,UC-5)**

1.1 Open questions in business communication include (UC-3, UC-4,UC-5):

- a) alternative
- b) mirrored
- c) informational
- d) rhetorical

1.2 Verbal communications are carried out with the help of (UC-3, UC-4, UC-5):

- a) gestures
- b) a certain rate of speech
- c) a pat on the shoulder
- d) oral speech

1.3 The means of non-verbal communication include (UC-3, UC-4, UC-5):

- a) all answers are correct
- b) kinesics
- c) proxemics
- d) haptics

1.4 Personal distance in the process of communication (UC-3, UC-4, UC-5):

- a) 120-350cm
- b) 15-50cm
- c) 50-120cm
- d) over 350cm

1.5 Logical-semantic manipulation of information in business communication includes (UC-3, UC-4, UC-5):

- a) verbalized presentation of information discourses that are socially significant for the addressee
- b) dosing information
- c) hiding important semantic discourses of information
- d) withholding information

##### **Task 2 (UC-3, UC-4, UC-5)**

**2.1 Read the case. Make a list of five topics you could include in your briefing about the business culture of your country. Give reasons to explain the choice of these topics (UC-3, UC-4, UC-5)**

You work for Better Business Communications, a company which prepares business people who are visiting your country for the first time. A group of top managers will shortly be visiting your country in order to decide on the location of a new subsidiary. During their visit, the managers will attend meetings with a number of business people, and be entertained at their homes and restaurants. They

also plan to do some social visits and excursions. You will run an informal business culture briefing for the management group, informing them about aspects of business culture in your country and answering their questions.

- 2.1.1 \_\_\_\_\_
- 2.1.2 \_\_\_\_\_
- 2.1.3 \_\_\_\_\_
- 2.1.4 \_\_\_\_\_
- 2.1.5 \_\_\_\_\_

**2.2 Read the case. Write one advantage and one disadvantage of each recommendation below (UC-3, UC-4, UC-5)**

You work for a large multinational company with over 100 offices worldwide (including in your country). The Communication Director has asked you to discuss the topic of meetings across the company and to report back with your findings. The information you provide will help with the future communications policy of the company.

- 2.2.1 Limit the number of participants in meetings to a maximum of eight.
- 2.2.2 Stop holding meetings in the afternoon of the last working day of the week.
- 2.2.3 Limit the length of meetings to one hour.
- 2.2.4 Conduct meetings standing up, without chairs, tables or refreshments.
- 2.2.5 Introduce weekly «breakfast meetings» across the company.

**2.3 Read the case. Write down five mistakes Tim Collins made because he lacked knowledge of the local business culture (UC-3, UC-4, UC-5)**

Tim Collins, Sales Manager, travelled to Riyadh to present his company's consumer electronics to Karim Al-Jabri, President of a retail group. The meeting arranged for Monday, was postponed two days later. When Collins finally met Al-Jabri, he was surprised that several other Saudi visitors attended the meeting. He turned down Al-Jabri's offer of coffee, and when asked about impressions of Riyadh, said that he had been too busy dealing with paperwork to see the sights. During the meeting, Al-Jabri often interrupted the conversation to take telephone calls. When Collins admired a painting on the office wall, Al-Jabri insisted on giving it to him as a gift. Collins was very embarrassed. Two days later, when Collins was presenting his company's products, he was asked a lot of technical questions which he couldn't answer. As a result, he did not secure a contract.

- 2.3.1 \_\_\_\_\_
- 2.3.2 \_\_\_\_\_
- 2.3.3 \_\_\_\_\_
- 2.3.4 \_\_\_\_\_
- 2.3.5 \_\_\_\_\_

**2.4 Read the case. Write down five reasons some staff might have for opposing the relocation (UC-3, UC-4, UC-5)**

A US-based shoe manufacturer must decide whether to relocate the head office of its European subsidiary, InStep, from Paris to a small industrial town 120 kilometers away. Three years ago, InStep moved its factory to Beauchamp, a small, industrial town in northern France. The plant is modern with new equipment. A large warehouse and distribution centre were built near the factory. InStep is now considering moving staff from the Paris office to a purpose-built, six-storey building in the same town Beauchamp has a population of 25,000, with a high proportion of young people. The relocation, if it goes ahead, will create employment opportunities for local inhabitants.

2.4.1 \_\_\_\_\_

2.4.2 \_\_\_\_\_

2.4.3 \_\_\_\_\_

2.4.4 \_\_\_\_\_

2.4.5 \_\_\_\_\_

**2.5 Below there are some tips how to conduct negotiations internationally. Choose the five most important tips in your opinion and prioritize them in the order of importance from 1 to 5, where 1 - the most important, 5 – the least important (UC-3, UC-4,UC-5)**

- 1 Keep an open mind and be flexible.
- 2 Propose a strict agenda and keep to it.
- 3 Anticipate the interests of the other side.
- 4 Let the other side make t h e first offer.
- 5 Be very clear and direct about what you want from the other side.
- 6 Pay careful attention to building a rapport.
- 7 Put pressure on the other side to make an agreement.
- 8 Have a deadline for getting a deal.