

# NEGOTIATION AND INFLUENCE

## Module description

In modern organisations, managers are constantly required to engage in negotiations, both internally and externally. They negotiate resources, deadlines, responsibilities, terms of cooperation, partnership models, commercial proposals, investments, pricing and other agreements that the organisation's results depend on. The ability to plan negotiations strategically, manage the negotiation process and reach sustainable agreements is therefore one of the most important competencies of a modern manager.

**The aim of the ISM *Negotiation and Influence* module** is to develop managers' ability to professionally prepare for internal and external negotiations, systematically align strategy and tactics, apply principles of argumentation and influence, and create sustainable agreements in complex management situations.

The module is based on a range of empirically grounded negotiation and influence models that reflect global best practices. Key approaches include, but are not limited to, the Harvard Principled Negotiation model, the 3-D Negotiation model and Cialdini's principles of social influence. The course also explores a broader range of contemporary negotiation models and the conditions for their application, as well as their differences, strengths and limitations.

As part of the module, negotiations are analysed at three interconnected levels: the structural level, which examines the broader negotiation system, including the parties and their interdependence, power dynamics, alternatives and negotiation architecture; the strategic level, which encompasses understanding interests, managing the direction of negotiations, creating value and grasping the logic of reaching agreement; and the tactical level, which is related to behaviour, choices and actions during the negotiation process.

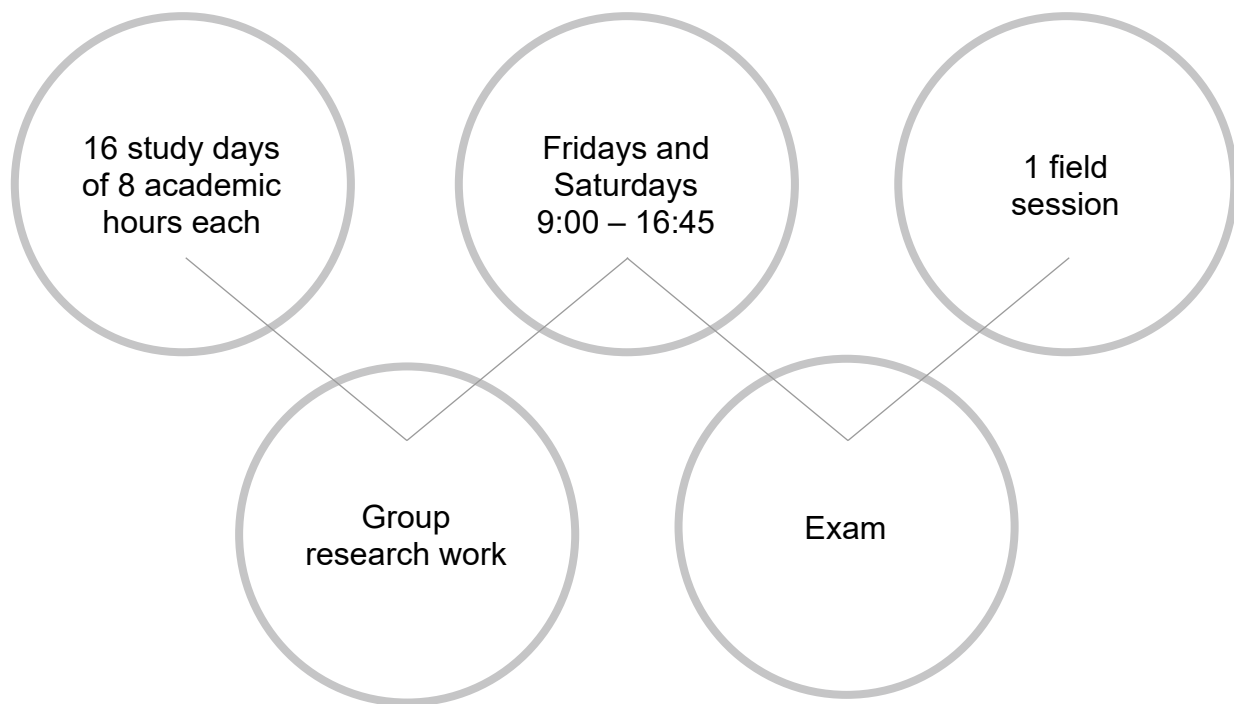
**The module involves** learning through the analysis of real negotiation situations, examining different negotiation models, participating in negotiation simulations and reflecting on negotiation challenges encountered in professional practice.

**Module participants** not only gain theoretical knowledge of strategic negotiations; they also acquire practical experience in applying the principles of negotiation strategy and tactics in a range of internal and external negotiation contexts.

**The module is designed** for managers who are looking to strengthen their strategic negotiation competencies – those who regularly participate in internal and external negotiations with clients, partners, suppliers, investors or colleagues and want to learn how to apply argumentation and exert influence in negotiation contexts and manage complex, multi-party, intercultural or high-pressure negotiations professionally.

**Upon completing the module**, you will understand the main contemporary strategic negotiation models and be able to critically assess the logic of their application, analyse interests, alternatives, power dynamics and negotiation architecture, and purposefully combine different negotiation approaches. You will be able to systematically align strategy and tactics at different stages of the negotiation process, apply principles of argumentation and influence, create value and structure sustainable agreements. You will know how to recognise manipulative tactics and respond to them in a professional manner. You will develop the skills you need to manage complex, multi-party and intercultural negotiations.

The **module leader** is Donata Masiulionė – an organisational psychologist, sales trainer and organisational consultant whose professional activities involve working with Lithuanian and international organisations to help managers and teams navigate complex interpersonal, commercial and organisational situations. In particular, her expertise lies in the psychological foundations of negotiation, including recognising interests, applying influence mechanisms, understanding the role of emotional competence in negotiations, developing effective arguments and building relationships that lead to sustainable agreements. Her academic experience also includes a decade of teaching psychology students, during which she systematically combined theoretical knowledge of organisational psychology with its practical application. This experience enables her to consistently integrate negotiation theory, psychological analysis and consulting practice in the module, helping managers to better understand not only negotiation techniques, but also the human processes that shape the course and outcomes of negotiations. As module leader, she ensures a balance between academic rigour, practical relevance and the development of managerial competencies.



# Key module topics

## Negotiation foundations and self-knowledge:

- Negotiation foundations and the manager's role;
- A range of negotiation models;
- The psychology of the negotiator: biases, emotions and self-awareness;
- Strategic preparation and negotiation architecture.

## Negotiation mechanics:

- Value creation and agreement design;
- Securing value: anchoring, framing and concession strategies;
- Tactics at the negotiation table and deadlock management;
- Argumentation, influence, power and coalition building.

## The human and ethical dimension of negotiation:

- Emotions as a strategy, difficult conversations and relationship management;
- Manipulation, pressure and negotiation ethics;
- Gender, culture and negotiation norms.

## Complex negotiation contexts:

- Negotiations within an organisation;
- Multi-party and high-visibility negotiations;
- International and intercultural negotiations;
- Negotiations in the digital environment and the age of AI.

# 2026 Autumn Semester Calendar

| September / 2026 |    |    |    |    |    |
|------------------|----|----|----|----|----|
| F                | T  | W  | Th | F  | Sa |
|                  | 1  | 2  | 3  | 4  | 5  |
| 7                | 8  | 9  | 10 | 11 | 12 |
| 14               | 15 | 16 | 17 | 18 | 19 |
| 21               | 22 | 23 | 24 | 25 | 26 |
| 28               | 29 | 30 |    |    |    |

| October / 2026 |    |    |    |    |    |
|----------------|----|----|----|----|----|
| F              | T  | W  | Th | F  | Sa |
|                |    |    | 1  | 2  | 3  |
| 5              | 6  | 7  | 8  | 9  | 10 |
| 12             | 13 | 14 | 15 | 16 | 17 |
| 19             | 20 | 21 | 22 | 23 | 24 |
| 26             | 27 | 28 | 29 | 30 | 31 |

| November / 2026 |    |    |    |    |    |
|-----------------|----|----|----|----|----|
| F               | T  | W  | Th | F  | Sa |
| 2               | 3  | 4  | 5  | 6  | 7  |
| 9               | 10 | 11 | 12 | 13 | 14 |
| 16              | 17 | 18 | 19 | 20 | 21 |
| 23              | 24 | 25 | 26 | 27 | 28 |
| 30              |    |    |    |    |    |

| December / 2026 |    |    |    |    |    |
|-----------------|----|----|----|----|----|
| F               | T  | W  | Th | F  | Sa |
|                 | 1  | 2  | 3  | 4  | 5  |
| 7               | 8  | 9  | 10 | 11 | 12 |
| 14              | 15 | 16 | 17 | 18 | 19 |
| 21              | 22 | 23 | 24 | 25 | 26 |
| 28              | 29 | 30 | 31 |    |    |

| January / 2027 |    |    |    |    |    |
|----------------|----|----|----|----|----|
| F              | T  | W  | Th | F  | Sa |
|                |    |    |    | 1  | 2  |
| 4              | 5  | 6  | 7  | 8  | 9  |
| 11             | 12 | 13 | 14 | 15 | 16 |
| 18             | 19 | 20 | 21 | 22 | 23 |
| 25             | 26 | 27 | 28 | 29 | 30 |

## Calendar key:

-  Module classes;  
8 academic hours per day
-  Field session
-  Introductory finance seminar  
(evenings; an optional activity for students who want  
to familiarise themselves with the basics of finance  
before starting a module)
-  Introduction to studies for students in their first  
semester at ISM (evenings; optional activity)
-  Social research methods seminar  
(only offered in certain modules)
-  Module final assessments:  
Exam and research work presentations
-  Awarding of module completion certificates

## Module lecturers



### Donata Masiulionė

- *Negotiation and Influence* module leader.
- Holds a master's degree in Business Psychology and has more than 20 years of experience analysing organisational processes and the factors that underpin their effectiveness.
- B2B and B2C sales team and manager trainer and organisational consultant, working with some of the best-known and largest teams in Lithuania's financial services, telecommunications, IT, pharmaceutical and manufacturing sectors.
- In her professional activities, she specialises in the psychology of negotiation and sales, influence, negotiation process management and effective agreements.



### Assoc. Prof. Dr Dalius Misiūnas

- Rector, ISM University of Management and Economics.
- PhD in Electrical and Electronic Engineering (Lund University, Sweden).
- Over 10 years of professional experience in various business organisations, including SWECO, Ernst & Young, Lietuvos Energija and Maxima Group.
- Independent board member and chair at AUGA Group, member of the Swedbank Supervisory Council, and board member at Gren, a Northern European green energy company.



### Darius Pietaris

- Negotiation consultant, trainer and team coach with more than 25 years of experience in negotiation training and organisational development.
- His professional focus is on emotional competence in negotiations, leadership, teams and relationships with clients.
- Co-founder of the INWIN Negotiation Institute and an EMCC-accredited systemic team coaching specialist.
- Completed negotiation and conflict resolution programmes at the Harvard Law School Program on Negotiation (PON).
- Over the course of his career, he has designed over 100 development programmes for more than 1,200 organisations across Europe, Central Asia and China.
- His professional focus is the psychology of negotiation: how emotions, perception, power and hidden interests shape negotiation outcomes.



## Assoc. Prof. Dr Vita Akstinaitė

- Associate professor at ISM University of Management and Economics and head of the ISM Global Leadership and Strategy Master's Programme.
- Having started out in international business and the IT industry, she subsequently moved into academia and has spent the past 10 years working at prominent universities in England and Australia.
- A researcher in the field of leadership whose work is published in leading academic journals and presented at prestigious conferences and events in the United States, Australia, Portugal, England and elsewhere.
- Founder of the research organisation The Hubris Hub.



## Artūras Jonkus

- Former Lithuanian diplomat with more than 30 years of experience as a negotiation and strategic communication practitioner and lecturer.
- Consultant to organisational leaders, public-sector institutions and business teams, and a trainer working with senior executives in Lithuania and abroad.
- In his professional activities, he specialises in strategic negotiations, conflict management, strategic communication and crisis communication.
- Director of Agency 1323, a Vilnius-based communication agency.
- Associate professor of practice at Vilnius University.
- Has more than 25 years of experience in corporate communications, public affairs and diplomacy.
- Has worked on communication strategies for Philip Morris International, SEB Arena, Tieto, the National Audit Office of Lithuania, Huawei, Lexus, Lietuvos Draudimas and other Lithuanian and international companies.
- Teaches corporate communications management at Vilnius University and international negotiations at ISM University of Management and Economics.
- Co-founder of several international start-ups, including IQ Polls and RottenWifi.



## Joseph McMahon

- Chief Operating Officer at SAME Solutions, with more than 20 years of experience in leadership, crisis management and organisational performance in high-risk environments.
- A former British Army Captain, he graduated from the Royal Military Academy Sandhurst and led operations in Northern Ireland and Iraq; he later served as a military adviser to the Government of the United Arab Emirates in Dubai and Abu Dhabi.
- Has advised international organisations and major companies – including the International Olympic Committee, AXA Group and international companies in the Middle East, Africa and South America – on strategic risk, crisis management and executive development.
- Holds a bachelor's degree in Politics and International Relations from the London School of Economics and a master's degree in International Security Studies from the University of Leicester. His teaching and professional interests include leadership, decision-making in complex circumstances and organisational preparedness for crises.



## Dainius Peldžius

- Sales management, negotiation and effective leadership practitioner, with 30 years of experience researching organisational effectiveness.
- Negotiation and professional sales consultant and trainer, working with Lithuanian companies that expect maximum results from training and consultancy.
- Specialises in strategic and commercial negotiations, work with key clients, sales system development and sales team growth.



## Tomas Kriščiūnas

- Negotiation and sales strategist, trainer and practitioner, with a strong expert focus on international negotiations, business growth and export development in intercultural environments.
- Has held management and sales positions in Lithuania, Estonia, Latvia, the Middle East and North America.
- Founder of the business consulting company Pardavimų pajėgos.
- Author of the books *500 Days with a Saudi Arabian Prince* and *Give Us Clarity*.

## Module schedule

| Scheduled date          | Topic                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Number of academic hours | Lecturer          |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------|
| 11 September (Friday)   | Overview of the module. Presentation of goals, objectives and requirements. Presentation of the final exam and research work structure and requirements.                                                                                                                                                                                                                                                                                                                            | 2 academic hours         | Donata Masiulionė |
|                         | Assessment procedure.                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 6 academic hours         | Donata Masiulionė |
|                         | <b>Negotiation foundations and the manager's role</b><br>What negotiation is and how it differs from discussion, persuasion, conflict or an ordinary conversation. The manager's roles and functions in the negotiation process: representing their organisation, aligning interests, exercising influence, reaching an agreement and maintaining relationships. The stages of the negotiation process, the negotiation agenda and key success criteria for effective negotiations. |                          |                   |
| 12 September (Saturday) | <b>A range of negotiation models</b><br>A systematic overview of contemporary negotiation models. Distributive and integrative negotiation, principled negotiation, relationship-based negotiation, the logic of competition and collaboration. The module's main theoretical foundations.                                                                                                                                                                                          | 8 academic hours         | Darius Pietaris   |
| 25 September (Friday)   | <b>The psychology of the negotiator: biases, emotions and self-awareness</b><br>The principal cognitive biases influencing negotiation decisions. The role of emotions in negotiation. The needs model and its impact on negotiation dynamics. Self-awareness as a key negotiation competence. The differences between reactive (defensive) and conscious (strategic) behaviour in negotiation.                                                                                     | 8 academic hours         | Donata Masiulionė |
| <b>Field session</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                          |                   |

| Scheduled date                                      | Topic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Number of academic hours | Lecturer                            |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------------|
| 26 September (Saturday)<br><br><b>Field session</b> | <b>Strategic preparation and negotiation architecture</b><br>The 3-D Negotiation model and its dimensions. Analysis of the differences between interests and positions and its significance for negotiation strategy. Preparation tools: BATNA analysis and improvement, reservation point, ZOPA identification, assessment of sources of power, examination of alternatives, methods for strengthening the negotiating position. Key negotiation strategies. Negotiation architecture as a strategic instrument.                                 | 8 academic hours         | Dainius Peldžius                    |
| 9 October (Friday)                                  | <b>Value creation and agreement design</b><br>Integrative negotiation methods and the principles of agreement design. Methods of value creation. The 'Negotiator's Dilemma': balancing value creation and value claiming.                                                                                                                                                                                                                                                                                                                         | 8 academic hours         | Dainius Peldžius                    |
| 10 October (Saturday)                               | <b>Securing value: anchoring, framing and concession strategies</b><br>Principles for making the first offer, and its impact on the negotiation landscape and the trajectory of the agreement. The anchoring effect, framing strategies, the logic and models of concession management, the impact of negotiation pace and sequence on the outcome. Practical questions: when to make the first offer, how to respond to the other party's anchor, how to manage the pace and size of concessions, how to use time pressure and tactical silence. | 8 academic hours         | Donata Masiulionė<br>Joseph McMahon |
| 23 October (Friday)                                 | <b>Tactics at the negotiation table and deadlock management</b><br>Question sequencing and formulation, information disclosure and withholding, active listening, packaging negotiation offers, tactical shifts from positions to alternative options. Managing deadlocks and negotiation breakdowns: how to recognise a deadlock, restore dialogue,                                                                                                                                                                                              | 8 academic hours         | Dainius Peldžius                    |

change the process and reduce tension.  
Tools: tactical withdrawal, changing the procedure, returning to objective criteria, reviewing the agenda, taking breaks and consultations.

| Scheduled date        | Topic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Number of academic hours | Lecturer         |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------------|
| 24 October (Saturday) | <b>Argumentation, influence, power and coalition building</b><br>How to argue your position in negotiations and increase the acceptability of your proposals: models of argumentation, the logic of persuasion, principles of proposal formulation, narrative development. Cialdini's principles of social influence. How to exert influence in situations where there is no formal authority. Sources of power in negotiations. Coalition building, mobilising allies and managing interest blocs. | 8 academic hours         | Vita Akstinaitė  |
| 6 November (Friday)   | <b>Emotions as a strategy, difficult conversations and relationship management</b><br>How emotions influence the negotiation process and how they can be managed consciously. The Difficult Conversations model. The concept of subjective value. How to build long-term collaboration instead of merely pursuing a one-off victory; how to maintain respect, a sense of legitimacy and reputation in negotiations.                                                                                 | 8 academic hours         | Darius Pietaris  |
| 7 November (Saturday) | <b>Manipulation, pressure and negotiation ethics</b><br>Analysis of manipulative tactics and discussion of ethical issues. Manipulative and aggressive negotiation tactics. Professional response strategies. An analytical perspective on ethics. When and why manipulation is not only unethical, but also ineffective.                                                                                                                                                                           | 8 academic hours         | Darius Pietaris  |
| 20 November (Friday)  | <b>Gender, culture and negotiation norms</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 8 academic hours         | Tomas Kriščiūnas |

Research on gender and negotiation: how gender influences negotiation behaviour and outcomes. Differences in initiating negotiations, formulating proposals and negotiating remuneration.  
The impact of cultural differences: how cultural differences influence expectations, communication styles, trust building and the logic of agreements. Negotiation norms and context.

| Scheduled date         | Topic                                                                                                                                                                                                                                                                                                                                                                                                                                   | Number of academic hours | Lecturer         |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|------------------|
| 21 November (Saturday) | <b>Negotiations within an organisation</b><br>Principles of negotiations within an organisation – negotiating resources, priorities, roles, budgets and support. How internal negotiations differ from external negotiations: continuity of relationships, power structures, information asymmetry and the political context.                                                                                                           | 8 academic hours         | Dalius Misiūnas  |
| 4 December (Friday)    | <b>Multi-party and high-visibility negotiations</b><br>How to manage negotiations involving more than two parties and multiple interest blocs. High-visibility negotiation situations: public exposure, media attention, reputational risk or pressure from stakeholders. Two-level game negotiations. Conflicts between departments, management, the board or partners as cases of multi-party negotiations. Process management tools. | 8 academic hours         | Artūras Jonkus   |
| 5 December (Saturday)  | <b>International and intercultural negotiations</b><br>Different concepts of time, relationship and task priorities, direct and indirect communication styles, levels of formality, decision-making processes. Practical questions: how to prepare for negotiations with partners from different cultural contexts, how to interpret ambiguous                                                                                          | 8 academic hours         | Tomas Kriščiūnas |

behaviour, how to manage the involvement of interpreters and intermediaries. Effective negotiations across countries and cultures.

18 December  
(Friday)

**Negotiations in the digital environment and the age of AI**

Digital negotiations: how negotiation dynamics change when communication takes place by e-mail, video conference or asynchronous channels. The effects of information loss, the impact of time pressure and response speed, background and environmental signals in video conferencing. AI in negotiations: how artificial intelligence is changing negotiation preparation and the negotiation process. Ethical issues.

8 academic hours

Darius Pietaris

**Scheduled date**

**Topic**

**Number of  
academic hours**

**Lecturer**

19 December  
(Saturday)

Course overview, comprehensive negotiation simulations, structured reflection and synthesis of a personal negotiation plan

8 academic hours

Donata Masiulionė

6 January  
(Wednesday)

**Uploading consultancy work to the e-learning system**

9 January  
(Saturday)

**Final negotiation simulation (exam)**

15 January (Friday)

Awarding of module completion certificates

Have questions? Let's get in touch!



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