



<b>EMBA-2224-524-Negotiation Analysis</b>		
<b>Name of lecturer(s) &amp; Email</b> Luis ALMEIDA COSTA <a href="mailto:luis.almeida.costa@novasbe.pt">luis.almeida.costa@novasbe.pt</a>	<b>Level, Status, Timing</b> Level 3 Compulsory Between 04-01-24 and 07-01-24	<b>ECTS, CH &amp; HW/GW*, Online</b> 3 24 & 66 0
<b>Description of the course unit</b> This course offers a strategic and integrated perspective about how to prepare and how to deal with different types of negotiating situations. The first part of the course focuses on competitive bidding. The remainder of the course deals with bargaining properly. Building from simple to complex negotiations, the course develops an analytical framework that helps participants to understand their negotiating situation, the tactics that are available given the situation, and the array of moves that can be employed to improve their prospects by changing the situation. It draws on the latest advances in the field of negotiation analysis and provides a forum for experience sharing among participants.  The different negotiation exercises are used to introduce and discuss a number of important topics, such as: How to determine our limit and our target when preparing for a negotiation? How to approach different types of negotiating situations? How to determine our opening offer and how to manage our concession pattern? How to react to the other side's offers? What is the role of arguments in a negotiation? How to resist demands for concessions? How to deal with information asymmetries and differences in expectations? How to induce cooperation in one-shot and repeated relationships? How to avoid processes of escalation of conflict? How to evolve from win-lose to win-win situations?		
<b>Course unit Chapters</b> <ul style="list-style-type: none"> <li>• Introduction to competitive bidding</li> <li>• Single-issue negotiations</li> <li>• Package deals</li> <li>• Bargaining under uncertainty</li> <li>• Asymmetric information</li> </ul>		
<b>Learning outcomes of the course unit</b> <ol style="list-style-type: none"> <li>1. Identify and understand different types of negotiating situations;</li> <li>2. Know how to prepare a negotiation;</li> <li>3. Know how to deal with different types of negotiating situations.</li> <li>4. Develop the participants' negotiation skills;</li> <li>5. Develop the participants' ability to work in teams;</li> <li>6. Develop the participants' ability to apply the different concepts, models and frameworks to the analysis of real life negotiation situations.</li> </ol>		
<b>Teaching Methods</b> Lectures, interactive lectures, role plays and simulations	<b>Learning Activities</b> Readings, write-up, interactive games, small group discussions, negotiation exercises	
<b>Learning Objectives (Check Academic Rules &amp; Regulations)</b> <ul style="list-style-type: none"> <li>• Learning Objective 1.1: Mastery</li> <li>• Learning Objective 1.2: Mastery</li> <li>• Learning Objective 2.1: Mastery</li> <li>• Learning Objective 2.2: Not Covered</li> <li>• Learning Objective 3.1: Mastery</li> <li>• Learning Objective 3.2: Mastery</li> </ul>	<b>Assessment methodology / Students Use of Time and Load</b> Class Participation & Preparation <ul style="list-style-type: none"> <li>• weight 20%</li> <li>• workload estimated = 16 hours</li> <li>• due 07-01-24</li> </ul> Individual Assignment (Write-up) <ul style="list-style-type: none"> <li>• weight 30%</li> <li>• workload estimated = 20 hours</li> <li>• due 04-02-24</li> </ul> In-class exam <ul style="list-style-type: none"> <li>• weight 50%</li> <li>• workload estimated = 30 hours</li> <li>• due 18-01-24</li> </ul>	
<b>Evaluation scale</b> 0-20		
<b>Contribution to the Sustainable Development Initiative</b> Non Applicable		
<b>Asynchronous Learning Material (Coursera)</b> Non Applicable		
<b>Readings</b> <b>Required</b> <ul style="list-style-type: none"> <li>• <a href="#">R. Fisher and W. Ury, Getting to Yes, Random House Business Books, London, 2012 (3rd edition).</a></li> <li>• Cases and additional readings will be distributed throughout the course.</li> </ul>		

**Notice:** The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking your Front Office Portal hosted on Canvas.

\*CH - Contact Hours, HW - Homework, GW - Group Work

\*\* Learning Objectives are available in the [Lifelong Learner's Handbook](#)