

## COURSE SYLLABUS

2386 - Persuasion and Negotiation, 7 ECTS

Spring Semester

2024/25

### COURSE INSTRUCTOR

Pedro Miguel Miranda Neves

### SHORT BIOGRAPHY

Pedro Neves is a Full Professor at Nova School of Business and Economics. He is also the Academic Director of the *Executive Master in Leadership* and the *Post-Graduate Program in Leadership and Talent Management*. He has a PhD in Organizational Behavior from ISCTE and a Post-Doc at the University of Delaware. He has published over 40 articles in international journals, including in the *Journal of Applied Psychology*, *The Leadership Quarterly*, and *Human Resource Management*, and is the (co)author/editor of seven books (the most recent is the *Research handbook on destructive leadership: Forms, context, and boundary conditions*). He is Associate Editor of the *Journal of Applied Behavioral Science* and is a member of the Editorial Board of several journals, including *Group & Organization Management*, and *Journal of Change Management*. His research interests focus on leadership and interpersonal relationships in the workplace, change management and entrepreneurship.

### INSTITUTIONAL EMAIL

pedro.neves@novasbe.pt

### OFFICE HOURS

To be determined.

Scientific Area/Área Científica:	Gestão		
Frequency/Periodicidade:	Semestral		
Number of Contact Hours/ Número Horas Contacto:			
(T) Teóricas/Theoretical:	0000:00	(TP) Teórico-Práticas/Theoretical-Practical:	0036:00
(P) Práticas/Practical:	0000:00	(OT) Orientação Tutorial/Tutorial Orientation:	0010:00
(PL) Práticas Laboratoriais/Practical Labs:	0000:00	(S) Seminário/Seminar:	0000:00
Horas Dedicadas/Dedicated Hours:	0150:00		
Total Horas/Total Hours:	0196:00		

### PREREQUISITE(S) / PRÉ-REQUISITO(S)

NA

### COURSE UNIT AIMS

The course aims to analyze and discuss the basic fundamentals of negotiation as well as the underlying psychological subprocesses and the social context surrounding negotiations. Given the current macro-economic and social context, characterized by globalization, hybrid workplaces and an increasingly diverse workforce, the course also discusses negotiation in cross-cultural contexts and provides practical tips to help students improve their negotiation ability.

## COURSE SYLLABUS

2386 - Persuasion and Negotiation, 7 ECTS

Spring Semester

2024/25

### COURSE UNIT CONTENT

*Week 1* (04/02) Presentation and Introduction to persuasion and negotiation ( *Assignment* )

*Week 2* (11/02) Strategy in negotiation

*Week 3* (18/02) Effective conflict management ( *Assignment* )

*Week 4* (25/02) Heuristics and most common biases

*Week 5* (11/03) Communication ( *Assignment* )

*Week 6* (18/03) Relational aspects of negotiation ( *make-up class* )

**MID TERM EXAM SEASON** (we do NOT have mid-term exam in P&N)

*Week 7* (01/04) Principles of persuasion

*Week 8* (08/04) Power dynamics in negotiation

*Week 9* (15/04) Multiple party negotiation

*Week 10* (22/04) Cross cultural negotiation

*Week 11* (29/04) How to improve decision making?

*Week 12* (06/05) Wrap-up (deadline for delivery of group report)

### LESSON PLAN

Lesson	Synopsis	Additional details	Materials/ Readings
--------	----------	--------------------	---------------------

### LEARNING OBJECTIVES

#### Knowledge and Understanding

- Understanding man as a bounded rational being
- Understanding the main rules and biases governing *real* human behavior in bargaining contexts
- Acknowledge the limits of man as a greedy and ever self-interested being.

#### Subject-Specific Skills

- Knowledge of the main negotiation strategies, constructs and tools
- Learn about the distributive and integrative negotiation strategies
- Understanding negotiation games and game theory assumptions
- Knowledge of the main emotional factors that biased actors in the bargaining stage and in investment negotiations
- Understanding the role played by power, ethics and relationships in negotiations
- Understanding of cross-cultural differences in negotiation issues
- Critical thinking on the negotiation and investment processes
- Self-assessment tools
- Critical thinking on the negotiation process

#### General Skills

## COURSE SYLLABUS

2386 - Persuasion and Negotiation, 7 ECTS

Spring Semester

2024/25

---

- Critical thinking
- Communication skills
- Strategic skills
- Relational skills
- Application of concepts in practice

### LEARNING OUTCOMES

Not applicable for this course

### DEMONSTRATION OF THE COHERENCE OF THE SYLLABUS WITH COURSE UNIT AIMS/LEARNING OBJECTIVES

The syllabus covers a number of topics related to negotiation, particularly the psychological and behavioral side of negotiation. Our course discusses some of the fundamentals of negotiation such as its nature (session 1), strategy and tactics of integrative negotiation (session 2), and the role of conflicts and their management (session 3). The course also discusses the psychological subprocesses of negotiation, including the findings stemming from behavioral economics, namely the most common heuristics and biases (session 4), communication (session 5) and power (session 8); and the relational and social context surrounding negotiations (sessions 6, 7 and 9). The course also analyzes the cross-cultural dimension of negotiation (session 10) and provides insights of best practices (session 11).

### TEACHING AND LEARNING METHODS

- Lecture sessions;
- Negotiation exercises;
- Simulations;
- Discussion of assigned readings;
- Expert talks
- Self-Assessments

### DEMONSTRATION OF THE COHERENCE OF THE TEACHING METHODS WITH COURSE LEARNING OBJECTIVES

The course uses dynamic lectures to introduce core concepts and ideas related persuasion and negotiation, combined with practical exercises and self-assessments which allow the students to understand the practical relevance of the topics and underlying theories. The assignments promote critical thinking and highlight the practical dimension of the course.

### ASSESSMENT

ASSESSMENT.

**1. Exam** : 30%

There will be a written exam, with questions focusing on the topics discussed in classes. Space will be limited.

**2. Individual Reports** : 35%

Students are required to deliver three written individual reports on selected cases, exercises and readings through the course. The materials will be provided by the instructors and groups will answer a specific set of questions for each report. The timeline for each report is one week.

Each report will have a maximum of 3 pages and will follow the Harvard style (font 12, line spacing 1.5).

**3. Group Report** : 35% (max. 4/5 students per group)

Students are required to deliver a group written report containing a case-study illustrative of the course contents. The case study should not only describe an in-depth investigation of a relevant negotiation problem, but also provide a teaching note for future reference. The report will have a maximum of 15 pages and will follow the Harvard style (font 12, line spacing 1.5).

IMPORTANT NOTES:

## COURSE SYLLABUS

2386 - Persuasion and Negotiation, 7 ECTS

Spring Semester

2024/25

---

A. You are required to have a **minimum grade of 9.5** in each of the assessment tools ( **all of which are mandatory** ) to get final approval in the course

B. You can **earn 0.2 bonus points** on your final grade (provided that the final grade is sufficient) by participating in a 30-min research session anonymously. Details will be communicated in class and on/or Moodle.

### BIBLIOGRAPHY

#### Textbook

Lewicki, R.J., Barry, B., & Saunders, D.M. (2020). *Negotiation* (8<sup>th</sup> Ed.). New York: McGraw-Hill.

#### Additional readings :

\*Adler, R.S. (2007). Negotiating with liars. *MIT Sloan Management Review*, 48 , 69-74.

Bazerman, M.H. (2008). *Judgment in Managerial Decision Making* (7th edition). New York: Wiley.

Bazerman, M.H., Curham, J.R., Moore, D.A., & Valley, K.L. (2000). Negotiation . *Annual Review of Psychology*, 51 , 279-314.

Fisher, R., Ury, W., & Patton, B. (2011). *Getting to yes: Negotiating agreement without giving in*. New York: Penguin Books.

\*Leary, K., Pillemer, J., & Wheeler, M. (2013). Negotiating with emotion. *Harvard Business Review*, 91 , 96-103.

Lewicki, R.J., Barry, B., & Saunders, D.M. (2015). *Negotiation: Readings, Exercises and Cases* (7<sup>th</sup> Ed.). New York: McGraw-Hill.

\*Robinson, R.J. (1995). Defusing the exploding offer: The Fairpoint Gambit. *Negotiation Journal*, 3, 277-285.

Schwartz, H. (2008). *A Guide to Behavioral Economics* . Falls Church, VA: Higher Education Publishers.

Thompson, L.L., Wang, J., & Gunia, B.C. (2010). Negotiation. *Annual Review of Psychology*, 61, 491-515.

Tsay, C., & Bazerman, M.H. (2009). A decision-making perspective to negotiation: A review of the past and a look to the future. *Negotiation Journal*, 25 , 467-480

**NOTE:** Additional readings may be proposed and provided throughout the course for class discussion.

### ADDITIONAL INFORMATION

Persuasion and Negotiation contributes to goals 8 (decent work and economic growth) and 16 (peace, justice and strong institutions). The course helps students understand how to persuade multiple stakeholders and integrate different perspectives to improve the quality of work, promote meaningful workplaces, and create stronger and more accountable institutions. The course also has the potential to contribute to additional SDGs as these skills are fundamental to advocate effectively for important themes such as poverty (goal 1), good health and well-being (goal 3), gender equality (goal 5), reduced inequalities (goal 10), responsible consumption and production (goal 12), or climate action (goal 13).