

EMBA-2426-122-Negotiations Analysis		
Name of lecturer(s) & Email Luis Almeida Costa luis.almeida.costa@novasbe.pt	Level/Semester, Status, Timing Level 3 Compulsory Between 15/01/2026 and 18/01/2026	ECTS*, CH & SDL** 3 24 66
Description of the course 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 learners 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 learners. 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?		
Course units • Introduction to competitive bidding • Single-issue negotiations • Package deals • Bargaining under uncertainty • Asymmetric information		
Course Learning Outcomes (CLOs) 1. Identify and understand different types of negotiating situations; 2. Know how to prepare a negotiation; 3. Know how to deal with different types of negotiating situations. 4. Develop the learners' negotiation skills; 5. Develop the learners' ability to work in teams; 6. Develop the learners' ability to apply the different concepts, models and frameworks to the analysis of real life negotiation situations		
Teaching Activities (TAs) Lecture, Interactive Lecture, Role plays and simulation	Learning Activities (LAs) Readings, write-up, interactive games, small group discussions, negotiation exercises	
Contribution to Programme Learning Objectives (PLOs)*** • Learning Objective 1.1: Mastery • Learning Objective 1.2: Mastery • Learning Objective 2.1: Mastery • Learning Objective 2.2: Not Covered • Learning Objective 3.1: Mastery • Learning Objective 3.2: Mastery	Assessment methodology / Learners Use of Time and Load Class Participation and preparation • weight 20% • workload estimated = 13 hours • due (info on Canvas) Individual assignment • weight 30% • workload estimated = 20 hours • due (info on Canvas) Individual exam in class • weight 50% • workload estimated = 33 hours • due (info on Canvas)	
Evaluation scale 0-20		
Contribution to the Environmental, social and governance (ESG) Course Contribution to ESG: No		
Readings Required • R. Fisher and W. Ury, Getting to Yes, Random House Business Books, London, 2012 (3rd edition). https://www.perlego.com/book/590964/getting-to-yes-with-yourself-pdf?queryID=d3cb25fab728ed1c23fe682b7f7ebc73&index=prod_BOOKS&gridPosition=1 (ed. • Cases and additional readings will be distributed throughout the course.		
Other Learning Material(s) Required (Available on your Coursera for Campus) / 		

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

***PLO - Programme Learning Objectives are available on the curriculum page