EMBA-2527-106-Decision-Making & Negotiation for Business

Name of lecturer(s) & Email	Phase, Status, Timing	ECTS*, CH & SDL**
Luís ALMEIDA COSTA luis.almeida.costa@novasbe.pt	Navigate Compulsory Between 07/02/2026 and 01/03/2026	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. 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.

The course develops the negotiation skill of participants through a carefully controlled combination of lectures, interactive games, small group discussions, and actual negotiations carried out by participants. 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 a negotiation to position it in a way that is favorable to us? 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 approach a negotiation to maximize the total value created? How to ensure that we appropriate an important part of the total value created? How to manage the negotiation process to build constructive and cooperative relationships? In particular, how to avoid processes of escalation of conflict? How to deal with information asymmetries and differences in expectations? How to induce cooperation in one-shot and repeated relationships?

Course units

1. Lectures / Class Discussions
2.

Course Learning Outcomes (CLOs)

By the end of the course, you will be able to…

A. Knowledge and Understanding:

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.

B. Skills:

4. Develop the participants' negotiation skills.
5. Develop the participants' ability to work in teams.
6. Develop the participants' ability to apply the different concepts, models and frameworks to the analysis of real life negotiating situations.

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

Solvay Brussels School
Economics & Management

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Contribution to Programme Learning Objectives (PLOs)***

PLO 1.1. Design and communicate a compelling strategic vision that motivates and aligns cross-functional teams to achieve organisational goals.	x
PLO 1.2. Demonstrate collaborative leadership skills, effectively resolving conflicts, negotiating, and engaging diverse teams to reach optimal outcomes.	x
PLO 1.3. Communicate the strategy to make it understandable to anybody in the organisation and to the stakeholders.	x
PLO 2.1. Apply critical thinking and data-driven decision-making to detect, assess megatrends and technological disruptions (diagnose).	x
PLO 2.2. Develop a set of clear and motivated decisions about the key element of the corporate strategy in response to market shifts: purpose, vision, missions, business model, portfolio, scopes, values & culture, digitalisation, innovation, organic and non-organic growth strategy.	x
PLO 2.3. Plan the implementation of the corporate strategy and digital transformation enabling teams to adapt smoothly to evolving business environments and technological advancements.	x
PLO 3.1. Assess the long-term implications of business decisions on ESG factors and create strategies that balance profitability with social and environmental responsibility.	x
PLO 3.2. Lead cross-cultural teams effectively and incorporate global perspectives into business strategies, demonstrating empathy and adaptability to diverse stakeholder needs to foster an authentic corporate citizenship.	x
PLO 3.3. Use the entrepreneurial toolbox and mindset to shape innovative scalable solutions responding to new societal challenges.	x

Contribution to the Environmental, social and governance (ESG)

Course Contribution to ESG: Yes / No
Contact Hours are dedicated to ESG: x
Contact Hours containing climate solutions for how organisations can reach net zero: x
Description of contribution: x

This course contributes to the Sustainable Development Initiative at the Solvay Brussels School of Economics & Management

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Assessment methodology / Learners Use of Time and Load

Evaluation scale
0-20

Pre-Assessed Task: Action Based Testing
- Value of pre-assessed task: 40%
- Type of assessment: Class participation (including negotiation exercises)
- Deadline: due DD/MM/20YYY
- Guidelines: Different for each negotiation exercise *(are sent confidentially)*
- Feedback Provision: x

Key-Assessed Task: Ideating, Prototyping and Testing a Corporate or Startup Idea Seed
- Value of pre-assessed task: 60%
- Type of assessment: Negotiation Write-Up
- Deadline: due 28/02/2026
- Guidelines:

The Write-Up will be conducted by groups of 4-5 participants. The objective of the Write-Up is the analysis of a real-life negotiating situation using the concepts, ideas and frameworks discussed in the course. For example, groups may decide to analyze a specific negotiating situation a member of the team faced, a negotiation they heard about from a friend or a relative, or a negotiation between two entities that is in the public domain.

The final report should have 8-12 pages, with formatting Times New Roman 12, 1.5 Spacing, 2.5 Margins.

Each participant is requested to supplement the collective assignment with an analysis of his/her personal contribution (maximum 2 pages).

- Feedback Provision: x

Learning Materials

Readings

Books / Articles
- Book: R. Fisher and W. Ury, Getting to Yes, Random House Business Books, London, 2012 (3rd edition)

  Handouts:
- An Introduction to Decision Analysis (file Vatter_et_al_Decision_Analysis)
- Price Negotiations – The Distributive Dimension of Bargaining (file Dierickx_Price_Negotiations)
- Six Habits of Merely Effective Negotiators (file Sebenius_Six_Habits)

  The instructions for the following individual exercises:
- Bidding for O.U. Kid (file Exercise_Bidding_for_O.U._Kid)

Cases
- Lot # 21, Sect. Y, Episy
- CP France - MégaMarché
- Woburton-Cryogenic
- Walkenhorst - Lakeland

Other Learning Materials
x

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