



UK

## SYLLABUS 2025-2026

### Collaborative Leadership and Negotiation

#### MODULE SPECIFICATION

Module Code	2526_RHO_2_EN_009
Campus	Oxford
Department(s)	Organisational and HR Studies
Level / Semester	Masters Year 1 (M1); Equivalent to FHEQ level 7 Semester 07
Language of Instruction	English
Teaching Method	<input checked="" type="checkbox"/> In-person (face-to-face) <input type="checkbox"/> Distance learning (live online) <input type="checkbox"/> e-Learning (asynchronous) <input type="checkbox"/> Hybrid: _____
Pre-requisite(s)?	Foundations of organisational theory or organisational behaviour
ECTS <i>Reminder: 1 ECTS = between 20 and 30hr- student workload</i>	4
Equivalent FHEQ credits	8
Study Hours	100 hours which comprise of 28 directed learning and 72 independent learning/assessment hours

#### MODULE DESCRIPTION

Module Aims	This module provides an advanced exploration of collaborative leadership and negotiation. It moves beyond traditional leadership models by focusing on the development of emotional intelligence, supportive communication, and strategic conflict management. The module places a strong emphasis on mastering collective problem-solving and the dynamics of both intra- and inter-organisational negotiations. Students will learn to navigate the complexities of a
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	dynamic work environment where input from diverse stakeholders is crucial for effective decision-making.
<b>Teaching Arrangement</b>	This module focuses on activities that help prepare students to manage and lead in today's complex work environment, in which leaders often work in virtual, cross-functional and/or diverse teams, without necessarily prioritising their collaborators (project managers, product managers, brand managers, consultants, account managers, etc.). As this module is practice-based, it is important that learners attend classes and participate to the best of their ability. Students should be active during class discussions and negotiations. Students are expected to analyse their weaknesses and work to identify ways to remedy them. Students will be asked to read or prepare case studies or simulations outside of class hours. Throughout the module, students will be asked to give written and oral feedback to their peers. The quality of the feedback provided, the investment in research, and the provision of feedback are very important.
<b>Learning Outcomes</b>	By the end of this module, students should be able to: <ol style="list-style-type: none"> <li>1. Critically deconstruct current perceptions of leadership and negotiation, demonstrating a nuanced understanding of collaborative and emerging approaches.</li> <li>2. Systematically analyse complex situational conflicts and stakeholder needs, formulating a range of complex, evidence-based management and negotiation strategies.</li> <li>3. Synthesise theoretical knowledge of group dynamics and advanced communication techniques to cultivate psychological safety within a team and enhance interpersonal effectiveness.</li> <li>4. Develop emotional and strategic resilience to effectively manage stress and navigate ambiguity in multi-stakeholder collective decision-making environments.</li> </ol>
<b>Competency Goals*</b> <i>(Knowledge, expertise and interpersonal skills)</i>	PGE_M_CG01 - To be equipped with efficient business skills PGE_M_CG04 - To be a project manager with a strategic overview
<b>Alignment with Programme Learning Goals*</b>	PGE_M_CG04_LO02 - To make relevant strategic recommendations PGE_M_CG01_LO05 - To identify the appropriate methodology to solve a problem PGE_M_CG04_LO02_I01 - To know the advantages, limits, and impacts of the different corporate strategies & choose the most appropriate one

## SESSION TOPICS / MODULE SCHEDULE

(Please note, a session/sequence may be more than one scheduled class)

### Session 1: Introduction

#### Content:

- Historical perspective of leadership and of negotiation
- Limits of traditional perspectives
- Leadership and negotiation today

#### References:

- O'Hara, C. (2015) *How to negotiate nicely without being a pushover*, Harvard Business Review. Available at: <https://hbr.org/2015/04/how-to-negotiate-nicely-without-being-a-pushover>.

#### Assignments:

- Exercises based on class readings and exercises

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### Session 2: Managing Responsible Oneself, Individuals and Collective Outcomes

#### Content:

- Understanding emotions:
  - Labour
  - Dissonance
  - Contagion
- Power:
  - Sources of power
  - Using power and influence
  - Tricks and traps people use and how to deal with them

#### References:

- Ashkanasy, N.M., Zerbe, W.J. and Hartel, C.E.J. (eds.) (2016) *Managing emotions in the workplace*. Abingdon, United Kingdom: Routledge.
- Battilana, J. and Casciaro, T. (2021) *Power, for all: How it really works and why it's everyone's business*. New York, NY: Simon & Schuster.

#### Assignments:

- Read:
  - Ashkanasy, N.M., Zerbe, W.J. and Hartel, C.E.J. (eds.) (2016) *Managing emotions in the workplace*. Abingdon, United Kingdom: Routledge. (Chapter 1)
  - Battilana, J. and Casciaro, T. (2021) *Power, for all: How it really works and why it's everyone's business*. New York, NY: Simon & Schuster. (Introduction and Chapter 1)
- Simulation 1: the X/Y game

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### Session 3: Managing Emotions

#### Content:

- Emotional intelligence
- Psychological safety
- Managing the emotions of oneself and others

#### References:

- Goleman, D. and Boyatzis, R.E. (2017) *Emotional intelligence has 12 elements. Which do you need to work on?*, Harvard Business Review. Available at: <https://hbr.org/2017/02/emotional-intelligence-has-12-elements-which-do-you-need-to-work-on>.
- Brown, B. (2018) *Dare to lead: Brave work. Tough conversations. Whole hearts*. London,

Last reviewed: 11/09/2025

United Kingdom: Vermilion.

- Edmondson, A.C. (2004) 'Psychological safety, trust and learning: A group-level lens', in R.M. Kramer and K.S. Cook (eds.) *Trust and distrust in organizations: Dilemmas and approaches*. Russell Sage Foundation, pp. 239–272.

**Assignments:**

- Read: Goleman, D. and Boyatzis, R.E. (2017) *Emotional intelligence has 12 elements. Which do you need to work on?*, *Harvard Business Review*. Available at: <https://hbr.org/2017/02/emotional-intelligence-has-12-elements-which-do-you-need-to-work-on>.
- Simulation 4: multi-party negotiation

**Session 4: Understanding Conflict**

**Content:**

- Types of conflict
- Value based conflict
- Sources of conflict
- Conflict process
- Conflict styles

**References:**

- Whetten, D.A. and Cameron, K.S. (2024) *Developing management skills*. 10th edn. Pearson.

**Assignments:**

- Read: Whetten, D.A. and Cameron, K.S. (2024) *Developing management skills*. 10th edn. Pearson. (Chapter 7)
- Simulation 2: Caso Venita

**Session 5: Communicating Diplomatically – Verbal and Non-Verbal Communication**

**Content:**

- Supportive communication
- Paralinguistic communication
- Body language

**References:**

- Whetten, D.A. and Cameron, K.S. (2024) *Developing management skills*. 10th edn. Pearson.

**Assignments:**

- Read: Whetten, D.A. and Cameron, K.S. (2024) *Developing management skills*. 10th edn. Pearson. (Chapter 4)
- Simulation 4: management cases

**Session 6: Negotiation Strategies**

**Content:**

- Overview of negotiation strategies

**References:**

- Weiss, J.N. (2020) *The book of real-world negotiations: Successful strategies from business, government, and daily life*. Hoboken, NJ: John Wiley & Sons.

**Assignments:**

- Simulation 5: operation memory

**Session 7: Collaborative Decision-Making**

#### Content:

- Participating:
  - Creating alternatives and areas of agreement
  - Changing strategies or approaches with new information
- Mediating:
  - Understanding and empathising with each side
  - Outlining the problem
  - Creating connections between individuals and groups
- Leading:
  - Personal power, confidence, and assertiveness
  - Narratives, sense-making and sense-giving

#### References:

- Weiss, J.N. (2020) *The book of real-world negotiations: Successful strategies from business, government, and daily life*. Hoboken, NJ: John Wiley & Sons.

#### Assignments:

- Simulation 6: EBS

## KEY TEXTS

1. Weiss, J.N. (2020) *The book of real-world negotiations: Successful strategies from business, government, and daily life*. Hoboken, NJ: John Wiley & Sons.
2. Whetten, D.A. and Cameron, K.S. (2024) *Developing management skills*. 10th edn. Pearson.

## SUPPLEMENTARY TEXTS

1. Goleman, D. and Boyatzis, R.E. (2017) *Emotional intelligence has 12 elements. Which do you need to work on?*, *Harvard Business Review*. Available at: <https://hbr.org/2017/02/emotional-intelligence-has-12-elements-which-do-you-need-to-work-on>.
2. Brown, B. (2018) *Dare to lead: Brave work. Tough conversations. Whole hearts*. London, United Kingdom: Vermilion.
3. Edmondson, A.C. (2004) 'Psychological safety, trust and learning: A group-level lens', in R.M. Kramer and K.S. Cook (eds.) *Trust and distrust in organizations: Dilemmas and approaches*. Russell Sage Foundation, pp. 239–272.
4. O'Hara, C. (2015) *How to negotiate nicely without being a pushover*, *Harvard Business Review*. Available at: <https://hbr.org/2015/04/how-to-negotiate-nicely-without-being-a-pushover>.
5. Ashkanasy, N.M., Zerbe, W.J. and Hartel, C.E.J. (eds.) (2016) *Managing emotions in the workplace*. Abingdon, United Kingdom: Routledge.
6. Battilana, J. and Casciaro, T. (2021) *Power, for all: How it really works and why it's everyone's business*. New York, NY: Simon & Schuster.

## MODES OF ASSESSMENT

Continuous Assessment (40%)	Negotiation simulations	20%
	Final multi-party negotiation	20%

<b>Final Exam</b> (60%)	Case study in leadership
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## MODULE DESIGN TEAM

- Author: *Diana Santistevan/Louis Vuarin*
- Reviewer: *Hendrik Lohse*
- External Reviewer: *Timothy O'Connor*