

## Curricular Unit:

### LEADERSHIP, NEGOTIATION, ETHICS AND SOCIAL RESPONSIBILITY (LNE&SR – 5 ECTS)

Master in L&M 1E 2021/2022 (<https://www.lawandmanagement.pt/en>)

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Office Hours

## Introduction

This course is designed to provide students with an understanding of organisational behaviour, in general terms, and of leadership in modern competitive contexts, in specific terms. The main goal is to understand the importance of organisational behaviour and of the factors that influence leadership and its relationship with ethics and social responsibility. Two of the most important leadership competencies are developed: negotiation and conflict management.

## Goals

- OA1: To understand the relevance of organisational behaviour in current societies;
- OA2: To understand the role and contribution of leadership for team and organisation success;
- OA3: To provide the fundamental concepts of negotiation and conflict management;
- OA4: To frame leadership in modern business environments, characterised by ethical and social responsibility standards.

## Methods

Teaching methods include lectures, case discussion, exercises, and teamwork. Students are also encouraged to share their work experiences in class.

## Lecturer

PhD in Business Administration from the Alliance Manchester Business School, in 2001 (formerly Manchester Business School). Executive Director of the IDBA Programme, and coordinator of the Fast-Track Management Programme. Dr. Gomes has published scientific and non-scientific texts both in national and international books and journals.

## Course Contents

- Organisational Behaviour and Management
- Approaches to leadership: From classic to modern views
- Advanced topics in leadership
- Business ethics, social responsibility, and beyond
- Communication skills and performance
- Strategies and tactics in negotiation and conflict management I
- Strategies and tactics in negotiation and conflict management II
- Strategies and tactics in negotiation and conflict management III
- Culture and further issues in LNE&SR

## Assessment

- a) Participation **(20%)**: participation is based on the student's attendance to classes, and especially on one presentation of a book chapter (from Marques & Dhiman, 2017), on the 11<sup>th</sup> March. During the presentation, the student must show that has read and understood the chapter, and must explain its content to the class. No document or PowerPoint file is needed to be sent prior to class, or after it.
- b) Group essay **(40%)**: a 2,500-word written essay, based on the topic in the annex. Essay to be returned by 25<sup>th</sup> March.
- c) Written individual exam **(40%)**, scheduled to 25<sup>th</sup> March (09-11 o'clock). The exam is a 120-minute test and is composed of two groups of questions: the first one is composed of short open-ended questions, and the second group of larger open-ended questions.

## References

**Main source:** Robbins, S.P. & Coulter, M. (2018). *Management* (14<sup>th</sup> Ed.). Pearson.

**Additional sources:**

- Marques, J. & Dhiman, S. (2017). *Leadership today: Practices for personal and professional performance*. Springer.
- Additional elements can include cases, papers, reports, and websites.

### ANNEX: GROUP ESSAY

#### **New trends in Leadership, Negotiation, Ethics, and Social Responsibility**

Amongst the latest developments in organisational studies, value-based leadership (VBL) models are a group of theories in leadership that emphasise the role of values in influencing and managing human behaviour in organisations. VBL theories include transformational leadership, authentic leadership, and ethical leadership

(Copeland, 2014). Other leadership models likely to be considered VBL in the future include responsible leadership and indigenous leadership.

Your essay should address the relationship between VBL models, on one hand, and, on the other hand, negotiation **or** ethics **or** social responsibility. Three questions should drive your essay:

- 1) Thoroughly review these concepts, namely VBL theories and one of these three: negotiation **or** ethics **or** social responsibility;
- 2) What are the practical implications (regarding negotiation **or** ethics **or** social responsibility), if top and middle managers in a company decide to follow the principles and assumptions of a particular VBL theory?
- 3) How is national and organisational culture likely to influence negotiation **or** ethics **or** social responsibility?

(Reference: Copeland, M.K. (2014). The emerging significance of Values Based Leadership: A literature review. *International Journal of Leadership Studies*, 8(2), 105-135.)

The following criteria will apply for evaluating your text:

- 1) Thorough review of key concepts, theories, and applications of the targeted concepts;
- 2) Critical analysis of existing literature about the theme;
- 3) Originality and novelty of your text (please also check ISEG's plagiarism policy, which can be found in the Universidade of Lisboa's Disciplinary Rules and Regulations for Students, Appendix III, Chapter II, Article 8, The Principles of Conduct: [https://www.iseg.ulisboa.pt/aquila/getFile.do?method=getFile&fileId=1040077&request\\_checksum=863730bcf4802d94674a435c49e6fb7762685549](https://www.iseg.ulisboa.pt/aquila/getFile.do?method=getFile&fileId=1040077&request_checksum=863730bcf4802d94674a435c49e6fb7762685549));
- 4) Organisation, clarity and presentation of your text, including proper referencing.