



Strategic Negotiation for Leadership Development in Home Care Management

By:

Ana Paula Alves Gomes de Jesus¹ & Murillo de Oliveira Dias²

^{1,2} Fundação Getulio Vargas, Brazil

Corresponding author: Murillo de Oliveira Dias

ABSTRACT

This research examines two essential negotiation situations that occurred during home care management operations, highlighting the methods used, the difficulties that arose, and the knowledge acquired. The first case demonstrates how performance metrics and market expansion data enabled successful salary negotiation through evidence-based strategies. The second case examines organizational growth initiatives that require additional duties, driving organizations to modify their approaches by using distributive negotiation methods while maintaining their current operations. The research combines theoretical concepts from Negotiation and Conflict Management to show that professionals should maintain their negotiation skills through continuous professional development. Organizations can gain respect through negotiation, thereby building leadership skills that lead to greater career advancement opportunities in complex healthcare environments.

Keywords:

Negotiation; Conflict Management; Home Care; Professional Development.

1. Introduction

Research on negotiation has spanned multiple fields, revealing negotiation skills as the core ability needed by organizational leaders and managers (Fisher, Ury & Patton, 1981; Lax & Sebenius, 1986; Raiffa, Richardson & Metcalfe, 2002; Dias, 2019; Navarro & Dias, 2024). Research on negotiation has been studied through three different approaches, which include negotiation as a method of structured communication (Salacuse, 2003; Shell, 2006) and as a process for conflict resolution and mediation (Zartman, 1988), and as a critical element that influences managerial choices and business planning (Bazerman & Moore, 1994). Healthcare management depends on negotiation as its core competency because it must operate within organizational structures while upholding medical ethics, delivering patient-centered care, and

integrating diverse medical specialties. Managers in the home care sector need to handle financial matters, employee expectations, work duties, and system arrangements, given the sector's dynamic business environment and reliance on skilled personnel. The negotiation process requires more than distributive bargaining because it needs integrative methods that unite different interests to create enduring agreements. Managers who use BATNA (Best Alternative to a Negotiated Agreement) and anchoring strategies can build negotiation power, leading to successful agreements.

The research uses Yin's (2018) qualitative case study methodology to examine two essential negotiation situations that occur during home care operations. The manager used performance metrics and market expansion data to succeed in his salary negotiation in the first situation. The second case investigates organizational expansion through new operational duties, which require organizations to develop new strategic approaches and maintain their distributive negotiation systems. The two situations demonstrate that professionals need to prepare themselves by setting clear goals and learning to control their emotions to handle conflicts, which in turn lead to their career development. The last message shows that negotiation is an ongoing strategic approach that requires continuous improvement rather than a one-time, learnable skill. The research unites academic concepts with real-world evidence to demonstrate how organizations can establish respect through effective negotiation methods, leading to enhanced leadership development and longer-term career advancement in challenging healthcare environments. The Four-Type Negotiation Matrix is illustrated in Figure 1:



Figure 1 The Four-Type Negotiation Matrix
Source: Dias, 2020. Reprinted with permission

2. Methodology

This research will employ a qualitative case study methodology (Yin, 2018) to investigate the management competence of negotiation as a strategic competence for home care managers. The case study methodology will be employed as it suitably addresses contemporary phenomena within real-world contexts and captures complex managerial negotiations that traverse the organizational and personal dimensions.

2.1. Research Design

The research design will comprise the author's two relevant negotiation episodes from his working experience in home care management. The two selected negotiation episodes will differ in respect of their contexts. One will pertain to a salary increase based on measurable performance indicators, and the other will pertain to taking on more work due to an organization's growth but not being formally specified. By examining these incidents, the author will be able to identify useful negotiation strategies, approaches to handling conflicts, and any additional learnings that enhanced his professional practice.

2.2. Data Collection

Data will be collected in the form of self-reported professional experiences and confirmed with objective data extracted from organizational records that can be quantified. Confirmatory data will be extracted from performance indicators related to increased salaries, metrics showing team growth, and measurable administrative improvements that relate to the expansion of organizations. Using the author's own professional documents will add credibility to the self-reported experience and allow for triangulation of subjective experiences with objective measurements.

2.3. Analytical Framework

The analytical framework will comprise established knowledge on negotiation strategies, approaches for handling conflicts, and teachable moments from previous professional negotiations. The author will employ established knowledge structures and concepts from negotiation theories and practices, such as BATNA (Best Alternative to a Negotiated Agreement), integrative negotiation strategies and techniques, distributive negotiation practices, and anchoring techniques (Fisher, Ury & Patton, 1981; Lax & Sebenius, 1986). Conflict management theories and applications will also be applied to understand the negotiation episodes more deeply. The analytical framework will allow for identifying particular theoretical constructs in practice.

2.4. Unit of Analysis

The unit of analysis for this case study will be the two separate yet holistic negotiations that are treated as events that occurred along a professional time line. Hence, each episode will be treated as a whole while examining what strategies were implemented, what challenges arose in the negotiations, and what outcomes emerged from each event.

2.5. Limitations

The findings of this case study cannot be **generalized** to all home care management scenarios as it is confined to one professional time line. However, its findings can provide valuable insights into the use of negotiation skills as a strategic management tool for professional growth.

2.6. Ethical Considerations

Ethical considerations have been taken into account with regard to confidentiality, as no sensitive information or identifying details of the organization involved will be disclosed. The intentions

of this research study are to examine and learn from instances of professional negotiations, not to **criticize** them or their managers.

3. Case Presentation

3.1. Background and Context

In 2020, in the state of Rio de Janeiro, located in the Southeast region of Brazil, a home care company that operated in the city underwent a significant restructuring process in its Physiotherapy and Occupational Therapy department. At the time, the department only had two professionals working in it, and it was inherently difficult to organize schedules. Moreover, there were no performance indicators that could have been measured or compared within this department. There were no internal controls and no established processes, which made it inherently difficult to predict. As a result, both the quality of care for the patients and the level of oversight from the management suffered significantly. Over the course of eighteen months, these problems were resolved. The department was significantly renovated and expanded. Within a short time, the department had seven professionals working in it, and a coherent scheduling system was formed. The department's administrative processes were also significantly renovated, incorporating elements of control and measure for improvement. Overall, these changes made for a significant leap in quality in this department and transformed its operations from chaotic to coherent and accountable. The resulting organization and accountability set the stage for consolidated organizational successes that could more effectively be leveraged in negotiations based on their merit and value.

Within one month of completing this renovation process, the first major negotiation took place. Another company had started investigating operations in the health care sector and had called an interview. This investigation would be used as an external negotiation opportunity, an acknowledged BATNA that would strengthen the party's position in negotiations with their existing organization. The proposed settlement was presented to the board, which included a demand for raises and transportation spending based on sound evidence—like the expansion of the department, which had now become well-established with their thorough and coherent scheduling systems. By providing this sound evidence, it was possible to ensure that the reasoning process behind the negotiation involved more rational thought, which ultimately favored the party requesting the increases.

The second notable negotiation situation emerged one month before the events of the case study, when the company underwent the renovation and expansion that gave it multiple locations across the city. During this process, however, the firm remained unable to find solid management for one department. After one month of operations, the Speech Therapy sector's coordination was still not established, as there was still a struggle to find a single individual who was experienced enough to manage their operations. However, after one month of operations, they had already gone through multiple team members. Then, after being assigned to manage this sector without being formally discussed or agreed to with management, the issue was how to resolve this departmental issue. In order to do so effectively, it was necessary to introduce a national coordination model for the sector, which would have to be combined with another department or completely established as its own. By anchoring the potential number of individuals who might fit into this position after two months of discussions with a distributive negotiation strategy, the

party was successful in their efforts and earned a solid victory with their team.

In these episodes, it is not difficult to see how negotiating for home care management in Rio de Janeiro and the Southeast region of Brazil must remain connected to the more global processes of organizational development. More importantly, however, it becomes clear from the negotiations that effective preparation will ultimately create better agreements that will ultimately remain stable over time. The environment from which this case emerges illustrates not only negotiation as an act but also as an ever-evolving strategy of strengthening the position taken within an organization by a leader while enhancing their peers and colleagues in complex clinical environments.

3.2. Negotiation Analysis

BATNA

In the first negotiation episode, a BATNA was visible in that another company had expressed interest in employing the manager. The presence of an objective source of information provided objective evidence of the professional's value in the employment market. This situation enhanced the power of the professional and limited the dependence on favorable decisions from the current employer. The BATNA served as a minimum acceptable threshold in negotiations. In the second episode, while less visible, the BATNA played a role in ensuring that adequate respect was provided to reasonable expectations for an acceptable offer.

ZOPA

A Zone of Possible Agreement was evident in negotiations regarding competing demands for organizational constraints and professional expectations regarding remuneration for role value. In the first case, a ZOPA was established between the employer's interest in retaining a valuable employee and the manager's minimum acceptable remuneration. The agreement that was negotiated emerged from mutually acceptable limits that both parties were willing to accept. In the second instance, the boundaries of a ZOPA were established but were more complex in that it related not only to remuneration for role value but also the need for formalized recognition of new responsibilities. The initial figures mentioned by both parties limited the negotiation range to \$ 10, 000. The final agreement of \$ 11, 500 lay at the midpoint of this range, representing an acceptable compromise that was mindful of limitations on both sides.

Options

The identification of options was crucial in both negotiations. In the first negotiation episode, options were provided for measuring improvements in value that would be generated in the restructuring process. These options took the form of objective criteria for measuring the contribution of team members, scheduling considerations, and developments in administrative processes. In the second episode, options were presented in the form of a strategy for restructuring the organization along national lines from a regional model. The potential benefits that this would create for organizational development opened up new avenues for acceptable agreement. By reframing the negotiation as a means to achieving common goals, rather than as a dispute between two competing parties, the options increased the parties' ability to find common ground.

4. Discussion

The negotiation processes that have been analyzed in the context of home care management in Rio de Janeiro, Southeast Brazil, demonstrate the relevance of negotiation theory in a practical organizational context in which a high degree of complexity and uncertainty prevails. The two episodes that have been analyzed, for instance, demonstrate how preparation, a clear definition of objectives, and an evidence-based approach can help transform what is a potentially contentious situation into an opportunity for professional development and growth. The first negotiation episode that has been analyzed demonstrates the relevance of a data-driven approach. By introducing a data-driven argumentation framework, such as one based on measurements of team size, improved scheduling, and enhanced administrative functionality, what might otherwise have been a vague and emotionally-charged negotiation process has been transformed into a clear and rational contest of competing interests. Such a transformation has made it possible to achieve a mutually acceptable outcome without excessive conflict. The implication here is that managers in healthcare organizations should develop a routine practice of collecting data that measures their team's performance, as this information can be leveraged in negotiations with team members regarding such things as recognition and resource allocations.

The second negotiation episode has demonstrated the challenges of expansion in an organizational context, as well as the challenges of assuming new roles and responsibilities without adequate formalization. By introducing anchoring strategies, persistence, and distributive negotiation patterns, however, it has been possible not only to establish clear limits of acceptable outcomes but also to achieve an outcome that not only satisfies existing needs but also positions the organization in a favorable way for future negotiations. The implication here is that managers in organizations undergoing rapid expansion should anticipate conflicts arising from structural changes in their organizations and develop negotiation strategies that address these challenges proactively. Specifically, managers should develop negotiation strategies that integrate the needs of individual team members into the organizational benefits that have been created through growth.

Several concepts that have been introduced in the previous negotiations have also played a role in these two episodes. For example, the concepts of BATNA and ZOPA have played a role in both episodes. The availability of a BATNA, for instance, has provided a level of bargaining power that has helped reduce feelings of dependence on unilateral outcomes. The recognition of a realistic ZOPA has helped achieve an acceptable outcome. These concepts generally indicate that a negotiation outcome is not only the result of interpersonal dynamics but also the outcome of a strategic analysis of alternatives for all parties involved, as well as a realistic range of possible outcomes that can be realistically achieved. In terms of implications for managerial practice, this concept suggests that managers should become skilled at assessing both external factors that may impact their organization and internal factors that may provide them with bargaining power. An additional implication for managers who have been involved in negotiations regarding salary or other forms of recognition is that such negotiations can generate significant anxiety and insecurity in team members. The use of a technical approach to these challenges, however, can help sustain credibility while also reinforcing respect for the professional competence of all parties involved. This implication is not only relevant to the

current context of home care management in Rio de Janeiro but is also particularly pertinent to healthcare environments in general, where issues of workload, recognition, and patient care are frequently entwined.

In addition to the implications that have been generated in terms of specific concepts and contexts, there are also more general implications regarding the contribution that home care management can make to organizational sustainability. By transforming what may be contentious issues into opportunities for collaboration, for instance, negotiation processes can help strengthen leadership and foster team cohesion while also improving efficiency. These implications extend beyond the current context of home care management in Rio de Janeiro, for instance, but suggest that negotiation practices can play an important role in supporting long-term sustainability in healthcare systems. In general, then, the discussion has reinforced the notion that negotiation practices are not isolated skills or processes but are instead an integral part of the everyday practice of managerial professionals in healthcare environments. The implications for professionals who work in this field are clear: preparation for different types of negotiation scenarios is essential, as is an approach that relies on evidence-based arguments and strategies. An emotional intelligence approach can also be useful. For organizations that are seeking to implement effective negotiation practices, however, the implications are equally clear: investing in the development of negotiation competence can help build organizations that are more resilient, innovative, and successful over time.

5. Implications

The negotiation processes observed in home care management in Rio de Janeiro, Southeast Brazil, present implications that align with the latest academic research on negotiation in various Brazilian contexts. The results of this study confirm negotiation as a strategic competence rather than a skill confined to discussing remuneration, contributing to organizational sustainability, manager leverage, and professional respect.

Scheuer and Dias (2025) show that collaborative negotiation in small enterprises generates mutual benefits and enhances relationship sustainability. This finding is particularly relevant to healthcare management, where such integrative negotiations generate benefits that enhance the organization's resilience. The implication for practitioners is that managers should focus on collaborative negotiation processes to balance the organization's needs with the professional's respect.

Shell (2006) shows that preparation and the clarity of negotiation objectives are critical to achieving a better outcome from a negotiation. The home care management case study illustrates this finding through evidence-based arguments that eliminated emotional components from the negotiation process. The implication for healthcare managers is that they must remain constantly prepared, with documented performance indicators and proposals aligned with the organization's objectives, to improve their negotiating position and enhance their credibility.

Smejoff, Zornitta, and Dias (2025) apply insights from civil construction projects to demonstrate that various negotiation strategies generate better outcomes when integrative methods are used to balance competing interests with emotional needs. The home care management case study illustrates the relevance of this finding by demonstrating how remuneration negotiations involve

formalizing the responsibilities assumed by professionals. The implication for managers is that they must anticipate structural conflicts when growth is formalized as a negotiation process and present integrative proposals that balance personal demands with institutional needs.

Soliva and Dias (2025) draw on insights from various contexts to demonstrate that flexibility and persistence are required to maintain control of negotiations when the rules change mid-process. The home care management case study illustrates the relevance of this finding because managers must assume new responsibilities without formalizing the change. The implication for practice is that managers must remain flexible and persistent in maintaining a coherent negotiation outcome, even in the face of an unstable process.

Tanabe and Dias (2025) prove that consumer rights in real estate property negotiations improve when the boundaries of acceptable trade (BATNA) and optimal profit (ZOPA) are clarified. The home care management case study shows that professionalism and negotiation stability improved because professionals had access to external opportunities as a BATNA, and limits to acceptable trade were identified as a ZOPA that guided negotiation processes. The implication for managers is that they should always assess internal constraints and external opportunities for better negotiating outcomes.

Valente and Dias (2023) show that negotiation processes in retail pharmacies improve when managers structure their negotiation practices in line with preparation and strategic positioning. The home care management case study illustrates this finding because evidence-based strategies guided the negotiation processes.

Valle, Trindade, and Dias (2025) demonstrate that it is possible to shift from a distributive to an integrative negotiation style in supply chain processes by optimizing these processes. The home care management case study illustrates this finding because negotiation processes evolved from distributive (salary) to integrative (processes that create efficiency and reduce risk) discussions. The implication for practice is that managers should view negotiation processes as opportunities to create value rather than challenges.

The implications of this case study confirm that negotiation processes in healthcare management are ongoing and require managers to be strategically positioned. Using BATNA, ZOPA, collaborative negotiation processes, and evidence-based strategies will enable managers to create value from the challenges professionals in healthcare management face.

6. Research Limitations

One limitation is that the study builds its understanding of subjective experiences from a single case study; however, the level of reliability was maximized within the limitations of this research design. The use of performance indicators and data from organizational records supports reliability and addresses potential subjectivity. Yet, as Zartman (1988) reminds us, negotiating phenomena are surrounded by external factors that were not possible to explore in this instance. Although integrating theoretical constructs such as BATNA, ZOPAOPA, and anchoring strategies (Shell, 2006; Fisher, Ury & Patton, 1981) provided depth to the analysis, the potential for comparing results across different organizational contexts was limited due to the absence of

complementary case studies.

7. Conclusion

An analysis of the negotiation process in home care management in Rio de Janeiro, Southeast Brazil, will illustrate that negotiation is part of a broader skill set that encompasses a continuous strategic process. This case study proves that negotiation can be a powerful tool for professional and organizational development. Shell (2006) correctly reminds readers that preparation and clarity in defining objectives will significantly impact the outcome of any negotiation. Both negotiation discussions echoed his insights. Using a BATNA, as defined by Fisher et al. (1981), appears to be a powerful resource in negotiations and helps professionals avoid situations in which they rely on one individual's decision-making process. The presence of a realistic ZOPA helps set realistic expectations for a settlement without limiting the discussion to a single outcome. Finally, anchoring strategies are valuable tools for creating integrated settlements that benefit all parties involved in negotiations.

The insights gained from this research can be applied to the hiring of other professionals in healthcare management. As Scheuer and Dias (2025) and Valle, Trindade, and Dias (2025) demonstrated in other professional environments, an effective negotiation approach encourages long-term sustainability and efficiency in organizations. In healthcare management, it should improve organizational sustainability, strength of professional teams, and quality of care delivered to patients. This case study reinforces that effective use of negotiations requires professionals to be able to manage their emotions and be persistent while being coherent in their requests over extended periods, especially in rapidly expanding organizations with structural conflicts.

8. Future research

Other opportunities might arise from longitudinal studies that assess how professionals use different negotiation strategies over time in organizations undergoing expansion and reforms (Soliva & Dias, 2025). Quantitative research could also provide useful insights to the current study by measuring the correlation between different negotiation strategies and organizational performance in healthcare management. Finally, integrating insights from other sectors through comparative studies, such as civil construction (Smejoff, Zornitta & Dias, 2025), or real estate (Tanabe & Dias, 2025), might help clarify the universal application of negotiation as a skill relevant to all professional contexts.

9. References

- Bazerman, M. H., & Moore, D. A. (1994). Judgment in managerial decision making. Wiley.
- Carvalho, M. & Dias, M. (2025). Modelling Adoption of Serious Games in Corporate Training: Analysis of Adoption Drivers. *Archives of Business Research*, 13(12). 43-61. <http://www.doi.org/10.14755/abr.1312.19670>
- Carvalho, M. & Dias, M. (2025). Value Creation in Digital Serious Games for Online Corporate Training: A Qualitative Analysis. *EJSMT*, 2(1), 28-49. [https://doi.org/10.59324/ejsmt.2026.2\(1\).03](https://doi.org/10.59324/ejsmt.2026.2(1).03)
- Carvalho, M., & Dias, M. (2025). Employee Engagement Behavior In Serious Games: Insights From The Literature. *International Journal of Developmental Issues in Education and Humanities*, 1(1), 115-128. <https://doi.org/10.5281/zenodo.17723302>
- Carvalho, M., Dias, M., Schmitz, T. (2025). Serious Games in Online Corporate Training: Value Creation and Value Destruction: A Literature Review. *IJMTE*, 15(12), 21-39. Doi: 16.10089.IJMTE.2025.V15I12.25.2902
- Cavaliere Filho, S. (2011). *Programa de direito do consumidor*. Atlas
- Cunha, N.C., Dias, M. (2021) Contract Negotiation: When the Detail Saved the Day. *GSJ* 9(12), 130-141; <https://doi.org/10.11216/gsj.2021.12.56418>
- Delgado, I., & Dias, M. (2025). Buyer-seller Negotiation on Camera Vision System: Brazilian Case. *GPH-International Journal of Computer Science and Engineering*, 8(01), 26-36. <https://doi.org/10.5281/zenodo.15316619>
- Dias, M (2021) Is the Covid-19 Pandemic Promoting More Empathetic Internal Business Negotiations? *International Journal of Research in Commerce and Management Studies*, 3(2), 51-64. <https://doi.org/10.6084/m9.figshare.14346521>
- Dias, M, Leitão, R., Batista, R., Medeiros, D. (2022) Writing the Deal: Statistical Analysis of Brazilian Business Negotiations on Intangible Assets. *European Journal of Business and Management Research*, 7(1), 61-65; <https://doi.org/10.24018/ejbmr.2022.7.1.1233>
- Dias, M. (2020) The Four-Type Negotiation Matrix: A Model for Assessing Negotiation Processes. *British Journal of Education*, 8(5), 40-57. <https://doi.org/10.37745/bje/vol8.no5.p40-57.2020>
- Dias, M. (2020a) Is There Any Difference Between Night and Day Business Negotiations? A Statistical Analysis. *Journal of Xidian University*, 14(6), 2417 - 2430. <https://doi.org/10.37896/jxu14.6/287>
- Dias, M. (2020b) Predictive Model on Intangible Assets Negotiation: Linear Regression Analysis. *Journal of Xidian University*, 14(7), 1420-1433. <https://doi.org/10.37896/jxu14.7/161>
- Dias, M. (2020c) Structured versus Situational Business Negotiation Approaches. *Journal of Xidian University*, 14(6), 1591 - 1604. <https://doi.org/10.37896/jxu14.6/192>
- Dias, M. (2020d) The Effectiveness of Mediation in Brazilian Business Negotiations. *European Modern Studies Journal*, 4(5), 181-188. <https://doi.org/10.6084/m9.figshare.13066025>
- Dias, M. (2025). Developing and Testing a Scale for Institutional Stakeholder Relationship Across Four Dimensions. *International Journal of Applied Management Science*, 5(9), 1-169. <https://doi.org/10.5281/zenodo.17920954>
- Dias, M. Navarro, R. (2020). Three-Strategy Level Negotiation Model and Four-Type Negotiation Matrix Applied to Brazilian Government Negotiation Cases. *British Journal of Management and Marketing Studies*, 3(3), 50-66. <https://doi.org/>

10.6084/m9.figshare.12479861

- Dias, M., & Panzarini, C. A. (2025). The Role of Trust in Civil Construction Negotiations: A Brazilian Case Study. *GPH-International Journal of Mechanical and Civil Engineering*, 7(2), 01-10. <https://doi.org/10.5281/zenodo.17648879>
- Dias, M., (2023) Teaching Materials on Warehouse Construction Negotiation. *International Journal of Business Management*, 6(9), 89-102, <https://doi.org.10.5281/zenodo.8396647>
- Dias, M., (2023a) Teaching Materials on Paint Shop Business Negotiation. *International Journal of Applied Management Science*, 4(9), 1-13, <https://doi.org/10.5281/zenodo.8396627>
- Dias, M., (2023b) Teaching Materials on Private Healthcare Negotiation. *International Journal of Social Science and Humanities Research*, 6(9), 105-117, <https://doi.org.10.5281/zenodo.8396612>
- Dias, M., (2023c). Teaching Materials on Security Technician Business Negotiation. *International Journal Of Educational Research*, 6(8), 12-27; <https://doi.org.10.5281/zenodo.8367744>
- Dias, M., (2023d). Role-Play Simulation on Locksmith Business Negotiation. *GPH-International Journal of Social Science and Humanities Research*, 6(8), 44-56; <https://doi.org.10.5281/zenodo.8359959>
- Dias, M., Lopes, R. (2020) Do Social Stereotypes Interfere in Business Negotiations? *British Journal of Marketing Studies*, 8(4), 16-26. <https://doi.org/10.6084/m9.figshare.12501293.v1>
- Dias, M., Lopes, R., Cavalcanti, G., Golfetto, V. (2020) Role-Play Simulation on Software Contract Negotiation. *Global Scientific Journals*, 8(6), 1-10. <https://doi.org/10.11216/gsj.2020.06.40176>
- Dias, M., Lopes, R., Duzert, Y. (2020) Mapping the Game: Situational versus Structured Negotiations. *Saudi Journal of Economics and Finance*, 4(6): 271-275. <https://doi.org/10.36348/sjef.2020.v04i06.012>
- Dias, M., Lopes, R., Teles, A., Castro, A., Pereira, A. (2020) Teaching Materials on Extrajudicial Settlement Negotiation. *Global Scientific Journals*, 8(5), 1529-1539. <https://doi.org/10.11216/gsj.2020.05.39996>
- Dias, M., Nascimento, C.; Lima, M.; Santos, A.; Duarte, M.; Rocha, M.; Martins, M.; Mendes, F.; Filho, R.; Marques, L.; Filho, C.C. (2021) Role-Play Simulation on Contract Bidding Negotiation. *GSJ*, 9(9), 486-499. <https://doi.org/10.11216/gsj.2021.09.54036>
- Dias, M., Pereira, L., Teles, A. Lafraia, J. (2023) Show Me Your Hands: A Moderator Effect Analysis on Nonverbal Behavior at the Bargaining Table. *EJTAS*, 1(2), 119-127 [https://doi.org/10.59324/ejtas.2023.1\(2\).12](https://doi.org/10.59324/ejtas.2023.1(2).12)
- Dias, M., Pereira, L., Vieira, P., Barbosa, L., Quintão, H., Lafraia, J. (2023) Mediation & Dispute Board Resolution: A Systematic Literature Review. *GPH-International Journal of Social Science and Humanities Research*, 6(5), <https://doi.org/10.5281/zenodo.7952719>
- Dias, M., Toledo, R., Silva, A., Santos, M., Aragão, M., Junior, M., Rocha, C., Silva, G., Marques Filho, C. (2022) Buyer-Seller Negotiation: Military Cargo Jet Acquisition. *GSJ*, 10(10), 2481-90. <https://doi.org/10.11216/gsj.2022.10.78649>
- Dias, M. (2025). The Role of Negotiation in Reducing Risks in Construction Projects: A Brazilian Case. *International Journal of Developmental Issues in Education and Humanities*, 1(1), 105-114. <https://doi.org/10.5281/zenodo.17687890>
- Dias, M.; Almeida, F.; Silva; Russo, J.; Machado, V.; Costa, J.; Barbosa, M.; Jornada, F.; Filho, C. (2022) Role-Play Simulation on Vehicle Acquisition: Buyer-Seller Negotiation. *GSJ* (10)8, 1817-28; <https://doi.org/10.11216/gsj.2022.08.77291>
- Dias, M.; Andrade, S.; Silva, M. R.; Teles, G.; Mello, B.; Moura, R.; Salazar, A.; Sotoriva, L.M.; Mariotti, A; Filho, C. (2021) Role-play Simulation on Buyer-Seller Knowledge Transfer. *GSJ*, 9(8), 2340-52. <https://doi.org/10.11216/gsj.2021.08.53672>
- Dias, M.; Duzert, Y.; Lopes, R. (2021) Perspectiva Epistêmica do Processo de Negociação. *International Journal of Development Research*, 11(7), 48803-10. <https://doi.org/10.37118/ijdr.22463.07.2021>

- Dias, M.; Lopes, R. (2021). A Confiança transformativa em negociações. *International Journal of Development Research*, 11(6), pp. 48178-82. <https://doi.org/10.37118/ijdr.22261.06.2021>
- Dias, M.; Lopes, R. (2021). O dilema da confiança aplicado à negociação de escopo em gerenciamentos projetos. *International Journal of Development Research*, 11(8), pp. 49225-30. <https://doi.org/https://doi.org/10.37118/ijdr.22676.08.2021>
- Dias, M.; Lopes, R.; Teles, A. (2020) Nonparametric Analysis on Structured Brazilian Business Negotiations. *Global Scientific Journal* 8(6), 1511-22. <https://doi.org/10.13140/RG.2.2.13318.60482>
- Dias, M.; Netto, P.C; Oliveira, F.; Melo, L.; Cavalcanti, S.; Marques, A.; Silveira, F.M., Bastos, E.H.; Pitangueira, A.L;Vaz, H.; Filho, C.C.(2021) Role-Play Simulation on Land Invasion Negotiation. *GSSJ*, 9(8), 2916-29.<https://doi.org/10.11216/gsj.2021.08.55506>
- Dias, M.; Silva, L. (2021) Role-Play Simulation on Basic Sanitation Services Contract Negotiation. *Global Scientific Journal*, 9(6), 1081-1098.<https://doi.org/10.11216/gsj.2021.06.51827>
- Dias, M.;Pires,R.;Genial, R.;Santos, P.;Araújo, L.;Moura, F.; Lima, S.Nascimento, F. Marques Filho, C. (2022) Case Study on Buyer-Seller Negotiation: Ultrabook Government Acquisition. *GSSJ* 9(10), 1737-45; <https://doi.org/10.11216/gsj.2022.09.77913>
- Dias, Murillo; Waltz, Flavio; Oliveira, Barbara. Y. (2021) Teaching Materials on Brazilian Private Companies: Software Contract Negotiation. *Global Scientific Journals*, 9(1), 2499-2508. <https://doi.org/10.13140/RG.2.2.10976.61448>
- Domingues, D. H., & Dias, M. (2025). Strategic Negotiation in Consumer Disputes: A Telecommunications Case Study. *GPH-International Journal of Educational Research*, 8(9), 74-85. <https://doi.org/10.5281/zenodo.17424890>
- Fisher, R. and Ury, W., (1981). *Getting to Yes: Negotiating Agreement Without Giving In*. Penguin Books
- Gasparini, P. P., Vieira, K. B., & Dias, M. (2025). Disney's Pixar Animation Studios Acquisition Case: Revitalization or Trouble? *GPH-International Journal of Social Science and Humanities Research*, 8(04), 46-57. <https://doi.org/10.5281/zenodo.15365962>
- Geiger, I. (2017). A model of negotiation issue-based tactics in business-to-business sales negotiations. *Industrial Marketing Management*, 64, 91-106.
- Jacobs, W., Stoop, P., & van Niekerk, R. (2011). Fundamental Consumer Rights Under the Consumer Protection Act 68 of 2008: A Critical Overview and Analysis. *Potchefstroom Electronic Law Journal/Potchefstroomse Elektroniese Regsblad*, 13(3). <https://doi.org/10.4314/pelj.v13i3.63675>
- Kissinger, H.A., 1969. *Nuclear Weapons and Foreign Policy*. W.W. Norton.
- Lago, I. dos S., Amaral, N. G., & Dias, M. (2025). Strategic Negotiation in Real Estate Transactions: Brazilian Case. *GPH-International Journal of Social Science and Humanities Research*, 8(04), 66-75. <https://doi.org/10.5281/zenodo.15379456>
- Lax, D.A., & Sebenius, J.K. (1986). *The Manager as Negotiator: Bargaining for Cooperation and Competitive Gain*.
- Macedo, C. A., & Dias, M. (2025). Negotiating Work-Life Balance in High-Pressure Environments: A Case on Workplace Conflict in Logistics Consulting. *GPH-International Journal of Applied Science*, 8(9), 01-11. <https://doi.org/10.5281/zenodo.17301191>
- Moura, L. D., & Dias, M. (2025). Family Ties and Business Deals: Resolving a Partnership Dispute through Negotiation. *GPH-International Journal of Educational Research*, 8(04), 01-11. <https://doi.org/10.5281/zenodo.15336464>
- Navarro, R. & Dias, M. (2024) Nonmarket Negotiations:Leveraging Performance when Negotiating with Governments, Influencers, Media, NGOs, Communities and other Key Stakeholders.*BJMAS*, 5(2),90-113.DOI: 10.37745/bjmas.2022.0460
- Nishiyama, A. M. (2000). *A Proteção Constitucional Do Consumidor*. Editora Atlas SA.
- Oliveira, R. V., Souza, R. V., & Dias, M. (2025). Strategic Negotiation in Business Acquisition: Food

- Service Distributor Case Analysis. *GPH-International Journal of Business Management*, 8(04), 33-45. <https://doi.org/10.5281/zenodo.15427710>
- Pereira, L. & Dias, M. (2025). Challenges and opportunities for chief financial officers in the Brazilian information technology sector. *Revista Tecnológica de Administração*, 2(1), 22–39, 2025. DOI: 10.12660/reta.v2n1.2025.92807
- Pruitt, D.G. (1981). *Negotiation Behavior*. Academic press.
- Raiffa, H., Richardson, J., & Metcalfe, D. (2002). *Negotiation analysis: The science and art of collaborative decision making*. Harvard University Press
- Rubin, K. H., & Brown, I. D. (1975). A life-span look at person perception and its relationship to communicative interaction. *Journal of Gerontology*, 30(4), 461-468.
- Salacuse, J. (2003). *The Global Negotiator*. Palgrave, Macmillan.
- Salacuse, J. (2006). *Leading Leaders: how to Manage Smart, Talented, Rich and Powerful People*. AMACOM.
- Samartin, G. J., & Dias, M. (2025). Challenges and Opportunities in Supplier-Retailer Negotiations: The Brazilian Gourmet Coffee Case. *European Journal of Innovative Studies and Sustainability*, 1(6), 16-32. [https://doi.org/10.59324/ejiss.2025.1\(6\).03](https://doi.org/10.59324/ejiss.2025.1(6).03)
- Santos, M. and Dias, M. (2024) The Seven Forces That Shape Trust in Virtual Negotiation: A Qualitative Study. *Open Journal of Business and Management*, 12, 2208-2223. doi: 10.4236/ojbm.2024.124113.
- Santos, M.; Dias, M. (2024). Best Practices for Building Trust in Virtual Business Negotiations, *British Journal of Multidisciplinary and Advanced Studies*, 5(2),45-66; <https://doi.org/10.37745/bjmas.2022.0450>
- Sartori, S.; Jantsch, M. Dias, M. Navarro, R. (2020) Negotiating with Indigenous Peoples: Land Area Acquisition for the Fulkaxó Reserve in Brazil. *Saudi Journal of Economics and Finance*, 4(9), 457-461. <https://doi.org/10.36348/sjef.2020.v04i09.006>
- Saunders, M.; Lewis, P.; Thornhill, A. (2009). *Research Methods for Business Students*. Prentice Hall, 5th edition.
- Schatzki, M.; Coffey, W. (1981). *Negotiation: The Art of Getting What You Want*. Signet
- Scheuer, E. M., & Dias, M. (2025). Brazilian Baker Shop: A Case Study on Collaborative Negotiation. *GPH-International Journal of Social Science and Humanities Research*, 8(04), 35-45. <https://doi.org/10.5281/zenodo.15350144>
- Shell, Richard (2006). *Bargaining for Advantage*. Penguin Books.
- Smejoff, R., Zornitta, J., & Dias, M. (2025). Brazilian Case on Civil Construction Works Negotiation: Clinic Expansion. *GPH-International Journal of Applied Science*, 8(04), 01-11. <https://doi.org/10.5281/zenodo.15357180>
- Soliva, R., & Dias, M. (2025). When The Rules Change in the Middle of the Game: A Brazilian Negotiation Case. *GPH-International Journal of Educational Research*, 8(04), 12-21. <https://doi.org/10.5281/zenodo.15336509>
- Tanabe, M. & Dias, M.(2025). Consumer Rights in Real Estate Negotiations: A Brazilian Case. *Archives of Business Research*, 13(12). 01-08. <https://doi.org/10.14755/abr.1312.19663>
- Valente, R., and Dias, M. (2023) How To Structure A Retail Pharmacy Business Negotiation. *Gph-International Journal Of Business Management*, 6 (4), 1-15; <https://doi.org/10.5281/zenodo.7817264>
- Valle, J. M., Trindade, S. P., & Dias, M. (2025). From Distributive to Integrative: A Strategic Negotiation for Supply Chain Optimization in Brazil. *GPH-International Journal of Computer Science and Engineering*, 8(1), 37-49. <https://doi.org/10.5281/zenodo.15317527>
- Vidaletti, M., & Dias, M. de O. (2025). Judicial Reorganization in Brazil: Balancing Creditors' Interests and Preventing Abuse of Voting Rights. *Scientia. Technology, Science and Society*, 2(5), 64-74. [https://doi.org/10.59324/stss.2025.2\(5\).06](https://doi.org/10.59324/stss.2025.2(5).06)

- Vidaletti, M., Ferreira, L. L., & Dias, M. (2025). M&A in the Energy Sector: A Brazilian Complex Negotiation Case. *GPH-International Journal of Applied Management Science*, 5(03), 21-30. <https://doi.org/10.5281/zenodo.15373116>
- Yin, R. K. (2004). *The case study anthology*. Sage.
- Zartman, I. W. (1988). Common elements in the analysis of the negotiation process. *Negotiation Journal*, 4(1), 31-43.