
International Management, Communication & Negotiations

Professor: Eduard Beltran

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Office hours: by appointment

Course Type: Compulsory

Credits: 3 ECTS

Term: 3rd Term

Course Description

The ability to negotiate and communicate in an international environment is undoubtedly one of the essential qualities of a good entrepreneur or Manager.

The company moves every day, in a world of uncertainties and challenges, that with the globalization of markets, competition, communication worldwide and multiculturalism, require quick decisions (sometimes in zero time), documented, where you constantly have to choose between different levels of risks and priorities.

This dynamic is exponential when projected at international level, because the negotiator is faced with a multidimensional reflection and decision-making process characterized by:

Human, economic, administrative and legal, markets, environments forms of communication, values of fully diversified, reference, etc., which are often part of a single negotiation.

The development of international projects that enhance the level of risks and opportunities for negotiation, making the professionalization of the process is the key to minimize errors and make decisions that enable consolidation of opportunities and quick adjustment of strategic guidelines.

Objectives

1. Know and identify the parameters and reference systems that guide the processes of negotiation in diverse multi-cultural environments, for use in the planning and development of the negotiation process.
2. Characterize the particular environment of the SMEs in the international negotiating process, highlighting their strengths and opportunities, to enhance the confidence of participants in the development of international negotiations and eliminate false self-limiting trends.
3. Train participants in the international negotiating process, to develop the skills
4. Highlight the progressive nature of international bargaining for SMEs and development contractual modalities on which the consolidation project in new markets.
5. - Techniques of efficient communication with impact.

Methodology

- Study and presentation of 6 topics: teamwork; oral presentation and written paper*
- Role Plays from Program of Negotiation, Harvard University*
- Mapping of Stakeholders, Master's Thesis*
- Attendance and participation in Conferences of Senior Renowned Speakers.
- Discussions

The competences, the learning outcomes, the assessment elements and the quality of the learning process included in this Teaching Plan will not be affected if during the academic trimester the teaching model has to switch either to an hybrid model (combination of face-to-face and on-line sessions) or to a complete on-line model.

Evaluation criteria

Attendance and participation 10% (including negotiation of the week).

Role Plays 20%

Mapping Stakeholders (Master Thesis Project): 10%

Group Assignments 30% (oral presentation and one written exercise)

Individual Exam 30%

As with all courses taught at the UPF BSM, students who fail the course during regular evaluation will be allowed ONE re-take of the examination/evaluation. Students that pass any Retake exam should get a **5 by default as a final grade for the course**. If the course is again failed after the retake, students will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the “Retake” period). In the meantime, the student will get an “incomplete”, which will be replaced by the actual grade after the final exam is taken. The “incomplete” will not be reflected on the student’s Academic Transcript.

Indicate all elements of evaluation and their weight in the final grade.

Students need to obtain a **minimum of 4 in the final exam** to pass the course. This condition applies to both the regular exam and the retake exam. The final course grade of students that do not obtain a minimum of 4 in the exam will be the minimum between 4 and the final grade computed from the different evaluation elements (with the weights set above).

Students that fail the evaluation of the course will have a retake exam opportunity that will be programmed in accordance with the academic calendar. If a student has to retake the exam, his **maximal grade for the course will be a 5**.

Students are required to attend 80% of classes. Failing to do so without justified reason will imply a Zero grade in the participation/attendance evaluation item and may lead to suspension from the program

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Students who fail the course during the regular evaluation are allowed ONE re-take of the evaluation, in the conditions specified above. If the course is again failed after the retake, the student will have to register again for the course the following year.

In case of a justified no-show to an exam, the student must inform the corresponding faculty member and the director(s) of the program so that they study the possibility of rescheduling the exam (one possibility being during the “Retake” period). In the meantime, the student will get an “incomplete”, which will be replaced by the actual grade after the final exam is taken. The “incomplete” will not be reflected on the student’s Academic Transcript.

Plagiarism is to use another’s work and to present it as one’s own without acknowledging the sources in the correct way. All essays, reports or projects handed in by a student must be original work completed by the student. By enrolling at any UPF BSM Master of Science and signing the “Honor Code,” students acknowledge that they understand the schools’ policy on plagiarism and certify that all course assignments will be their own work, except where indicated by correct referencing. Failing to do so may result in automatic expulsion from the program.”

Calendar and Contents

DATE	MATERIA
1)- 9 th April 21	Course introduction and overview Introduction: Why this course?
2)- 16 th April 21	BENTLEY Part I: The three dimensions of any negotiation 1- The substance: what do you negotiate?
3)- 30 th April 21	L'ATTITUDE 2- The actors: with whom do you negotiate? Group Presentation 1: Business Today (the 4th Industrial Revolution)
4) 7 th May 21	Alaska Gold Mine 3- The process: how do you negotiate? Group Presentation 2: Diversity & Business: how to negotiate & communicate worldwide?
5) 14 th May 21	CONSULTANT

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	<p>-Part II: Before the negotiation: the preparation 4- The preparation of the negotiator 5- The goals of the negotiator Group Presentation 3: Learning from the past: 4 historical dealmaking/ negotiations</p>
6) 21th May 21	<p>COALITIONS 6- The ten steps of preparation 7- Definition of a strategy Group Presentation 4: Learning from the best: 4 best leaders/ negotiators worldwide</p>
7) 28th May 21	<p>Diego Primadona Part III: How to conduct effectively negotiations 8- Bargaining and problem solving 9- The seven negotiation sequences Group Presentation 5: Corporate Communication & business Body Language</p>
8)4th June 21	<p>Pre Work: The Vineyards 10- Managing the complexity 11- Managing the difficulty Group Presentation 6: Crisis & Business: how to deal with the unexpected?</p>
9) 11th June 21	<p>Browning Brothers Leadership Session Group Presentation 7: Management vs Leadership</p>
10) 11th June 21	<p>Bakra Beverages Part IV: After the negotiation 12- Closing the negotiation 13- Good and bad reasons for not reaching an agreement 14- Analysis and evaluation of the negotiation process 15- Bargaining for Advantage Stakeholders Map (ALL)</p>

EXAM-June 19 2020	TBD
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Reading Materials/ Bibliography/Resources

- Roger Fisher, William Ury, Getting to Yes, 1981
- Richard Shell, Bargaining For Advantage, 1999
- William Ury, Getting Past No, 1993
- Michael Wheeler, Harvard Business Essentials Negotiation, 2003

Bio of Professor

EDUARD BELTRAN is a lawyer, consultant and trainer specialized in negotiation. He is currently the managing director of CEFNE (Center For Negotiation).

He served as Deputy Head of the Cooperation Office of the French Ministry of Justice (2005-2009) where he coordinated the relations with the European Union and foreign governmental partners.

He has also practiced law in France, Belgium and Spain for 12 years in the areas of arbitration and foreign investments projects in the EU. He is a member of the Barcelona Bar and has been member of the Paris Bar.

He holds a Bachelor of Laws from the University of Barcelona, a Diploma from the French School for Government Service (ENA), a Master in Political Science from the IEP of Paris (Sciences-Po), and a Master of Laws (LLM) in Arbitration from New York University.

He is the author of “Bueno para ti mejor para mi” 2017, “The Secret Art of Negotiation” 2020.