
Management Skills, Communication and Negotiation Techniques.

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.

Learning Outcomes

- Knowing the importance of cultural differences in international business and the ways to manage them.
- Know the different organizational forms of the international company and the logics that govern them.
- Have a broad vision regarding ethics and (CSR) in business and international organizations.
- Know the implications of CSR in areas such as: corporate governance, social, labor and environmental aspects (ILO, Global Compact, etc.), production systems.
- Have a global vision of the role of Human Resources management in an international company.
- Know the types of incentives and compensations used by organizations to attract and motivate the necessary human resources.
- Know the variables that influence the processes that follow the planning and hiring of individuals.
- Know the basic principles and be able to organize and develop aspects such as talent recruitment, mobility, interculturality, time management, emotional intelligence, etc. of human resources in the company.
- Evaluate the results of the human capital of the company and undertake changes to make them more efficient.

- Know the competencies that characterize managerial skills and management styles.
- Get the tools for personal interaction, networking, negotiation and communication in an international environment.

Competences

BASIC COMPETENCES

CB7. That students know how to apply the acquired knowledge and their ability to solve problems in new or little-known environments within broader (or multidisciplinary) contexts related to their area of study.

CB8. That students are able to integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked.

CB10. That students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

GENERAL COMPETENCES

Instrumental skills

G1. Search, analysis, evaluation and synthesis of information. Managing the information acquired from its analysis, its assessment and the synthesis of that information.

G2. Relate concepts, knowledge and tools from different areas.

G3. Communicate orally and in writing in English

Personal generic competencies

G4. Leadership and management capacity of multicultural, interdisciplinary, competitive, changing and complex groups.

G5. PERSUASION. Detect customer needs and supplier requirements to adapt the products and services offered.

G6. Put into practice the essential elements to be able to carry out a negotiation..

Systemic generic competencies

MSc in International Business

- G7. Understand an organization with a global perspective.
- G8. Implement initiatives and changes within an organization.
- G9. Promote respect for multicultural values: equality, solidarity, commitment.

Competencies for applicability

- G10. Make the knowledge and skills acquired effective in an advanced way.
- G11. Apply quantitative criteria and qualitative aspects in decision making.
- G12. Apply the concept of networking through the use of the Internet and other networking techniques.
- G13. Organize and manage time efficiently in the development of tasks.

SPECIFIC COMPETENCES

- E4. Analyze, synthesize and interpret the data and master its application in the analysis of the business potential of a country.
- E8. Advanced ability to use and develop information synthesis and communication tools for international companies.
- E12. Integrate the corporate social responsibility (CSR) policies of the company in the internationalization process.
- E15. Integrate the different areas of the company in business decision making in a simulated internat.
- E18. Select, organize, motivate, and lead the human resources of the company in an international environment.
- E19. Mastering the tools and advanced capacity to successfully develop a negotiation at an international level, taking into account the importance of the specific socio-cultural aspects of each region.
- E20. Master and know how to use the different forms of organization of the international company.

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 a 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%

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).

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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

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)- 4 th April 22 IN CLASS	<p><u>Course introduction and overview</u> <u>Introduction:</u> Why this course? Desert Island</p>
2)- 5 th April 22 IN CLASS	<p>BENTLEY <u>Part I: The three dimensions of any negotiation</u> 1- The substance: what do you negotiate?</p>

<p>3)- 25th April 22 Online</p>	<p>L'ATTITUDE 2- The actors: with whom do you negotiate? Profile Test Group Presentation 1: Business Today (the 4rth Industrial Revolution)</p>
<p>4) 2th May 22 IN CLASS</p>	<p>Alaska Gold Mine 3- The process: how do you negotiate? Group Presentation 2: Diversity & Business: how to negotiate & communicate worldwide?</p>
<p>5) 3th May 22 IN CLASS</p>	<p>CONSULTANT -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>
<p>6) 9th May 22 Online</p>	<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>
<p>7) 16th May 22 Online</p>	<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>
<p>8)23th May 22 Online</p>	<p>The Vineyards 10- Managing the complexity 11- Managing the difficulty Group Presentation 6: Crisis & Business: how to deal with the unexpected?</p>

<p>9) 30th May 22 IN CLASS</p>	<p>Browning Brothers</p> <p><u>Leadership Session</u> Group Presentation 7: Management vs Leadership</p>
<p>10) 31th May 22 IN CLASS</p>	<p>Bakra Beverages</p> <p><u>Part IV: After the negotiation</u> 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>
<p>EXAM- 20th June 2022</p>	<p><u>TBC</u></p>

Reading Materials/ Bibliography/Resources

1 Reference Works

Sun Tzu, Tha Art of War, S IV Ac

Aristote, Rethoric, S IV Ac

Maquiavelli, The Prince, 1513

Descartes, Rene, Discours De La Methode, 1637

Richelieu, Armand Jean Du Plessis, Testament Politique (chapitre 6), 1688

Von Clausewitz, Carl Vom Kriege, On War, 1832

2 Basic works

Hotman De Villiers, Jean, De La Charge Et Dignité De L'ambassadeur, 1603

Wicquefort, Abraham De L'ambassadeur Et Ses Fonctions, La Hague 1681

Pecquet, Antoine, Discours Sur L'art De Negocier (ou De L'art De Negocier Avec Les Souverains), 1737

Cailleres, François de, De La Maniere De Negotier Avec Les Souverains (Ou L'art De Negocier Sous Louis Xiv), 1716

Rousseau De Chamoy, Louis, L'idee Du Parfait Ambassadeur, 1692

3 Contemporary books

Bazerman, Max, And Margaret Neale; Negotiating Rationally, New York Free Press 1992

Beltran, Eduard, The Secret Art of Negotiation, Ed Plataforma 2020

Camp, Jim Start With No, New York: Crown 2002

Lax, David And James K Sebenius, The Manager As Negotiator, New York Free Press 1986

Alain Lempereur, The First Move. A Negotiator's Companion, 2010

Mnookin, Robert, Peppet, Scott, Tulumello, Andrew Beyond , Winning: Negotiating To Create Value In Deals And Disputes, Harvard University Press 2000

Mnookin, Robert, Susskind Lawrence, Negotiating On Behalf Of Others, Sage Publications 1999

Mnookin, Bargaining With The Devil; When To Negotiate When To Fight, 2010

Howard Raiffa Art And Science Of Negotiation, 1982

Leonhard L. Riskin Dispute Resolution And Lawyers (4d Ed. 2009)

Jeswald Salacuse, Leading Leaders, 2005

Richard Shell, Bargaining For Advantage, (Penguin Books, 1999)

Douglas Stone, Bruce Patton Et Sheila Heen, Difficult Conversations, 1999

Lawrence Susskind, Breaking Roberts' Rules, 2006

Michael Watkins, Negotiation, (Harvard Business School Press, 2003)

Fischer, Roger, Ury, Getting To Yes, (2d Penguin Books, 1991)

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 “Buena para ti mejor para mi” 2017, “The Secret Art of Negotiation” 2020.