

---

# Management Skills, Communication and Negotiation Techniques

**Professor:** Eduard Beltran  
**Office hours:** by appointment  
**Course Type:** Compulsory  
**Credits:** 3 ECTS  
**Term:** 3rd Term

---

## 1. COURSE PRESENTATION

### 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

### MSc in International Business (2024/25)

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.

This course is part of the subject **Organization**, which has the following learning outcomes:

The student will be able to discriminate the different types of business presence to implement business activities abroad during the resolution of practical cases proposed within the master's degree.

RA3. Mat.6.1 Integrate corporate social responsibility (CSR) policies of the company in the internationalisation process.

The student will be able to decide the optimal way for the company to enter international markets by participating in international negotiation processes in the professional context.

RA4. Mat.6.2 Use synthesis and communication information tools for international business.

RA4. Mat.6.3 Organise the human resources of the company in an international environment.

RA4. Mat.6.4 Apply the tools and advanced skills to successfully develop an international negotiation taking into account the importance of the specific socio-cultural aspects of each region.

RA4. Mat.6.5 Recognise the different forms of organisation of the international company. The student will be able to develop the ability to assess gender and sex inequalities in order to design solutions in the different executions during the master's degree applied to international business management.

RA9. Mat. 6.6 Integrate equality policies (gender and sex) in the internationalisation process of the company.

## MSc in International Business (2024/25)

### Related SDGs

SDG 17: Partnerships for the goals

## 2. COURSE LEARNING PLAN

### 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).

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.

## MSc in International Business (2024/25)

### Retake conditions

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 5,0 (out of 10,0)**.

### General Issues

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 ESCI 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.”

### Content and learning activities

Week	Session	Session content
28 April IN CLASS	Session 1	Course introduction and overview Introduction: Why this course? Desert Island
29 April IN CLASS	Session 2	BENTLEY Part I: The three dimensions of any negotiation 1- The substance: what do you negotiate?

**MSc in International Business (2024/25)**

5 May IN CLASS	Session 3	L'ATTITUDE 2- The actors: with whom do you negotiate? Profile Test Group Presentation 1: Business Today ( the 4rth Industrial Revolution)
6 May IN CLASS	Session 4	Alaska Gold Mine 3- The process: how do you negotiate? Group Presentation 2: Diversity & Business: how to negotiate & communicate worldwide?
12 MAY ONLINE	Session 5	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
13 MAY ONLINE	Session 6	COALITIONS 6- The ten steps of preparation 7- Definition of a strategy Group Presentation 4: Learning from the best: 4 best leaders/ negotiators worldwide
19 MAY ONLINE	Session 7	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 Languag
26 MAY ONLINE	Session 8	The Vineyards 10- Managing the complexity 11- Managing the difficulty Group Presentation 6: Crisis & Business: how to deal with the unexpected?

**MSc in International Business (2024/25)**

<b>2 JUNE IN CLASS</b>	Session 9	Browning Brothers Leadership Session Group Presentation 7: Management vs Leadership
<b>3 JUNE IN CLASS</b>	Session 10	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)
<b>EXAM</b>		TBC

**Total student workload (including self-study): 75**

### **3. 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 and "Leadership: the Positive Influence" 2021.ESCI

#### **BIBLIOGRAPHY/RESOURCES/ READING MATERIALS**

##### **1. Reference Works**

- Sun Tzu, Tha Art of War, S IV Ac
- Aristote, Rethoric, S IV Ac

### MSc in International Business (2024/25)

- 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 Negociier (ou De L'art De Negociier Avec Les Souverains), 1737
  - Cailleres, François de, De La Maniere De Negotier Avec Les Souverains (Ou L'art De Negociier 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 Pres 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)
  - Ismail, S. (2014). Exponential Organizations. Why New Organizations are Ten Times Better, Faster, and Cheaper than Yours (and What to do About it). Diversion Books.
  - Jones, G. (2005). Multinationals and Global Capitalism. Oxford University Press.
  - Parker, G. G., Van Alstyne, M, W., Choudary, S. P. (2016). Platform Revolution. How Networked markets Are Transforming the Economy and How to Make Them Work for you. W. W. Norton & Company Inc.
  - Peng, M. W. (2017). Global Business (4th ed.). South Western Cengage Learning.

### MSc in International Business (2024/25)

- Rogers, D. L. (2016). The Digital Transformation. Rethink your Business for the Digital Age. Columbia Business School.
- Van Tulder, R., Verbeke, A., & Piscitello, L. (2019). International Business in the Information and Digital Age. Progress in international Business Research. Volume 13. Emerald Publishing.
- Verbeke, A. (2013). International Business Strategy (2nd ed.). Cambridge University Press.

Although the course will loosely follow two books listed in the basic bibliography section above, there is no required textbook for this course. You will not need to buy or borrow any of these books to successfully complete the course. In the Tentative Class Schedule section, at the end of each class description, you may find the book and the chapter(s) that are related to the material covered during the class. Although you are not required to read these chapters, you may refer to them if you need additional explanations.

If you choose, you may refer to other books listed in the supplementary bibliography section for further reading on the topics covered in the course.