

MSc in Sustainability Management

Negotiation

Professor: Eduard Beltran

Office hours: by appointment

Course Type: Elective

Credits: 3 ECTS

Term: 3rd

Course Description

The global landscape is constantly evolving, and the ability to negotiate and communicate effectively in an international environment has become a paramount skill for the modern entrepreneur or manager, particularly in the realm of sustainability.

Today's businesses operate in a world marked by uncertainty and complex challenges. With the advent of global markets, fierce competition, instantaneous worldwide communication, and the rich tapestry of multiculturalism, the need for swift, well-informed decision-making is more critical than ever. These decisions often entail navigating through various levels of risks and priorities.

This complexity is further magnified when we consider the international arena. In the realm of international negotiations, individuals are confronted with a multidimensional process that necessitates thoughtful reflection and decision-making across various domains.

In international projects, the stakes and opportunities are amplified, making the professionalization of the negotiation process absolutely vital. This professionalism not only minimizes the chances of errors but also enables strategic decisions that consolidate opportunities and offer agile adjustments to long-term objectives.

Our course in Sustainability and Negotiation is designed to prepare future leaders who can excel in this complex and dynamic global landscape. Students will gain the skills and knowledge necessary to engage in sustainable negotiations with confidence and competence. With a strong focus on sustainability principles, our course equips students to navigate the multifaceted challenges of international negotiations while prioritizing ethical, social, and environmental considerations.

MSc in Sustainability Management

The course in the study plan

This **elective** course belongs to the subject of **Economic Dimension of Sustainability** of the study plan. It takes place in the **third quarter**.

Objectives and competences

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 focusing on sustainability.
2. Characterize the particular environment of “sustainability” in the international negotiating process, highlighting their strengths and opportunities, to enhance the confidence of participants in the development of negotiations and eliminate false self- limiting trends.
3. Train participants in the negotiating process, to develop the skills
4. Highlight the progressive nature of international bargaining for sustainability
5. Techniques of efficient communication when negotiating with impact.

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,
- Attendance and participation
- Discussions

Hours devoted by the student (according to ECTS) 75

Evaluation criteria

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

MSc in Sustainability Management

MSc in Sustainability Management

- Role Plays 20%
- Mapping Stakeholders: 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.

Plagiarism

Plagiarism is to use someone else's work and 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 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.

Contents and Schedule

Session 1: Planning and Preparation for Sustainable Negotiations

Understanding the negotiation process

Setting clear objectives in sustainability negotiations

Gathering information and conducting stakeholder analysis

Developing a negotiation plan with sustainability goals

Case: L Attitude

Session 2: Negotiation Strategy in Sustainable Contexts

Different negotiation strategies and their application

Strategies for creating value in sustainability negotiations

Analyzing BATNAs (Best Alternative to a Negotiated Agreement) in sustainability

Strategic framing for sustainability objectives

Case: Coalitions

MSc in Sustainability Management

Session 3: Adding Value in Sustainable Negotiations

Creating win-win solutions
Integrating sustainable practices into agreements
Sustainable negotiation tactics for long-term benefits
Balancing economic, social, and environmental interests

Case: Consultant

Session 4: Conflict Management in Sustainability Negotiations

Identifying sources of conflict in sustainability negotiations
Effective conflict resolution techniques
Dealing with value-based conflicts in sustainable contexts
Managing emotions and interpersonal dynamics

Case: Chestnut Village

Session 5: Decision Making and Sustainability

Rational and intuitive decision-making approaches
Quantitative and qualitative assessment of sustainability impacts
Multi-criteria decision analysis in sustainability negotiations
Ethical considerations in sustainable decision-making

Case: Island/ Alaska

Session 6: Influence and Persuasion in Sustainability Negotiations

Techniques for effective influence in sustainability negotiations
Building coalitions and alliances for sustainability goals
The psychology of influence in sustainable contexts
Case studies in influential sustainable negotiations

Case: Diego Primadona

Session 7: Multi-party and Cross-Cultural Negotiations for Sustainability

Handling complex, multi-party negotiations in sustainability
Understanding cultural differences in sustainable negotiations
Effective communication in cross-cultural settings
Managing diverse interests in sustainability

Case: Vineyards

Session 8: Putting It All Together - Simulation and Role-Play

Applying the skills and knowledge gained throughout the program in a real-life simulation
Simulating sustainability negotiations in various contexts
Debriefing and discussing lessons learned

Case: Sonoran Desert/ Bakra Beverage

MSc in Sustainability Management

Bio of Professor

Eduard Beltran is a lawyer, author, consultant and speaker on negotiation. In recent years, he has trained over 10,000 professionals from all over the world. As an expert, he has been involved in negotiating processes in more than 40 countries in Europe, the Americas, Asia, Africa and Oceania, and he has advised over 200 international companies and groups. He works with several international universities as a professor, such as the Institut d'Etudes Politiques de Paris, ESSEC Business School, the Complutense University of Madrid and Pompeu Fabra University in Barcelona.

As a lawyer, he has worked on international investment projects, in international litigation and for the French government as head of the Ministry of Justice's Department for International Cooperation, where he was in charge of coordinating relationships with the European Union, international organizations and foreign governments.

Eduard Beltran is the author of *The Secret Art of Negotiation and Leadership: the positive influence*: published in English, French and Spanish.

He holds a degree in Law from the University of Barcelona, a degree in Political Science from the Institut d'Etudes Politiques de Paris (Sciences-Po) and a Master's degree in International Law (LLM) from New York University (NYU). A former student of the prestigious French École Nationale d'Administration (ENA), he has also received training in negotiating from Harvard University's Program on Negotiation.

Reading Materials/ Bibliography/Resources

1. Reference Works

- Sun Tzu, *The 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 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'idée Du Parfait Ambassadeur*, 1692

MSc in Sustainability Management

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.
- 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.