

# NEGOTIATION AND POLITICAL ACUMEN

## Master in International Development MID SEP-2024 S-1

Area International Relations

Number of sessions: 15

Term: Term 2

Category: regular

Language: English

Professor: **ANAMARIA ALMASAN**

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### ***Semper ad meliora***

Anamaria has a +25 years experience in the Ministry of Foreign Affairs of Romania. During her diplomatic career, she accumulated a broad expertise in EU affairs, international development cooperation, bilateral and multilateral diplomacy, as well as consular affairs. She has a valuable international experience in institutional relations, international negotiations, strategic planning, public diplomacy events and communication, project management, and wide expertise in official and business protocol. Anamaria worked as a diplomat (Minister Counsellor) with the Romanian Embassy in Madrid (2009 - 2017), then until October 2018 as a Senior Officer with the UN World Tourism Organization in Madrid (Romanian Representative within the Regional Programme for Europe, Strategic Development Partnerships Programme), and between February 2020 - August 2024 as consul with the Consulate General of Romania in Madrid (coordinating the consulate between February 2020-December 2023). In September 2024 she resumed her diplomatic activity (minister plenipotentiary) in the Foreign Ministry Headquarters in Bucharest.

She was elected Dean of the Consular Corps in Madrid (2020-2023), President of the Foreign Diplomats Association (ADE) in Spain (2011-2018) and Secretary general of the Fundacion Zaballos para la defensa de los derechos constitucionales (2018-2019).

Anamaria has a multi-disciplinary education background: she graduated International Business at the Academy of Economic Sciences in Bucharest (1998), the Diplomatic Academy in Bucharest (1999) and has an Executive Master in Business Management and Marketing with the IE Business School in Madrid (December 2009). She has enriched her professional training through various courses on Business Communication (University of Gent), Diplomacy, European Affairs (The Netherlands Institute of International Relations Clingendael), Security Policies (Geneva Centre for Security Policy), development assistance (World Bank – Washington) and Law. At the end of 2018, upon completing a training course in London, she was certified as a Consultant in International Business Etiquette, with Minding Manners / International Etiquette and Protocol Academy of London.

She is fluent in English, French, Spanish and Italian.

### **Office Hours**

Office hours will be on request. Please contact at:

aalmasan@faculty.ie.edu

**Professor: CARLOS BATALLAS**

E-mail: cbatallas@faculty.ie.edu

Carlos brings over 30 years of experience in the humanitarian sector, with more than 26 years spent at the International Committee of the Red Cross (ICRC). Having returned to Madrid, he currently volunteers with the Spanish Red Cross's International Humanitarian Law (IHL) Department. He is also active as a member of the Editorial Board for the international relations magazine "Tiempo de Paz," a speaker on IHL issues, and an executive coach.

Carlos' extensive career has seen him work in over 20 countries, often immersed in active conflicts and engaging in complex negotiations with both state and non-state actors. Driven by a passion for creating tangible positive change, he has demonstrably improved the lives of those affected by conflict through a pragmatic approach informed by the Geneva Conventions.

A close follower of international relations developments and theories, Carlos believes that a strong understanding of these dynamics can help mitigate the impact of conflicts on vulnerable populations. He is committed to sharing his experiences in armed conflicts, from dealing with perpetrators of IHL abuses to finding pathways to restoring human dignity, with the aim of strengthening respect for international humanitarian law.

#### Education

- DAS in International Relations
- Master in Human Resources Management
- Advanced Management Programme, IE Business School
- Certificate on Leading Strategic Initiatives, IMD Business School Certificate of Advanced Studies (CAS) in Leading High Performing Multidisciplinary Teams, Lucerne University

### **Office Hours**

Office hours will be on request. Please contact at:

cbatallas@faculty.ie.edu

## **SUBJECT DESCRIPTION**

In an increasingly globalized world, the ability to negotiate effectively across cultural boundaries is no longer just an asset—it's a necessity. Drawing from the international expertise of the professors in bilateral and multilateral diplomacy as well as development projects, this course aims to cultivate essential skills and knowledge in intercultural communication and negotiation.

This course is designed to provide you with a comprehensive understanding of the theoretical frameworks that underpin successful negotiation, as well as the hands-on skills you'll need to excel in real-world situations. You won't just learn how to advocate for yourself and your organization; you'll also discover how strategic negotiations can forge enduring, mutually beneficial relationships across diverse stakeholders.

A special focus will be given to negotiation within the context of international development. We will explore real-world cases involving governments, multilateral entities, and NGOs, emphasizing the unique dynamics that shape development cooperation.

Separately, the course will also cover the complexities of negotiating humanitarian aid. This will equip you with the specialized understanding required to navigate urgent, high-stakes scenarios involving multiple actors.

## LEARNING OBJECTIVES

### Core Skills

- Grasp the personal and cultural dimensions affecting behavior, attitudes, and communication styles.
- Enhance your political awareness for effective decision-making in complex scenarios.
- Understand how to analyze the context and structure of a negotiation, including your interests, alternatives, and those of other parties.
- Acquire both theoretical knowledge and practical skills for value claiming in negotiations.
- Gain proficiency in identifying and negotiating mutually beneficial deals that create value for all parties involved.
- Formulate comprehensive pre-negotiation strategies to increase the likelihood of success.

### Specific contexts

- Grasp the unique challenges and strategies involved in negotiations within the international aid sector, including humanitarian aid and development cooperation.
- Understand the role of a mediator in negotiations, and become familiar with basic mediation tools.

## TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting
Lectures	20.0 %
Discussions	15.0 %
Exercises in class, Asynchronous sessions, Field Work	20.0 %
Group work	20.0 %
Individual studying	25.0 %
TOTAL	100.0 %

## AI POLICY

Generative artificial intelligence (GenAI) tools may be used in this course for e.g. research, ideation, generating an outline, proofreading, grammar check, coding, image generation with appropriate acknowledgement. GenAI may not be used for assignments, group submissions or exams. If a student is found to have used AI-generated content inappropriately, it will be considered academic misconduct, and the student might fail the respective assignment or the course.

If you are in doubt as to whether you are using GenAI tools appropriately in this course, I encourage you to discuss your situation with the professors.

Below, a suggested format to acknowledge the use of generative AI tools. Please note that acknowledging AI will not impact your grade.

I acknowledge the use of [AI systems link] to [specify how you used generative AI]. The prompts used include [list of prompts]. The output of these prompts was used to [explain how you used the outputs in your work]

If AI was permitted to use in your assignment, but you have chosen not to include any AI generated content, the following disclosure is recommended:

No content generated by AI technologies has been used in this assignment.

## PROGRAM

### SESSION 1 (LIVE IN-PERSON)

#### **Cross-cultural negotiations in the development cooperation framework. Introduction (AA, PM)**

This session will look into different multicultural environments in which international development projects take place. As known, quite often the international development projects are determined or influenced by local sensitivities, institutional cultural differences and the power game between the actors involved. The session will introduce broad orientations regarding various types of cultures in which development projects take place.

Pre-Class readings

#### **REQUIRED (see materials):**

*Book Chapters: Chapter 1 - Donald W Hendon, Rebecca Angeles Hendon, Paul A Herbig, Westport, Conn. (1996). Cross-cultural business negotiations. Quorum Books, London. (See Bibliography)*

### SESSION 2 (LIVE IN-PERSON)

#### **Fundamentals of negotiations**

In this section we will explore the negotiation framework developed by the Harvard Program on Negotiation, which can be applied to virtually every bilateral or multilateral negotiation process.

Basic negotiation concepts. Distributive bargaining (PM)

The session will start with the discussion on some key negotiation concepts. Then we will analyze the different strategies that can be used in a distributive bargaining, where the key objective of the parties is to claim the largest possible part of a "fixed pie".

*Book Chapters: 3-d Negotiation: Powerful Tools to Change the Game in Your Most Important Deals. Chapters 1 & 12. Boston, Massachusetts : Harvard Business School Press, 2006.*

#### **Required Pre-Class readings:**

Book Chapters : 3-d Negotiation: Powerful Tools to Change the Game in Your Most Important Deals. Chapters 1 and 12.

The professor will upload the materials through Feedback Fruits. The students will read the documents, answer some questions according to the instructions.

## **SESSION 3 (LIVE IN-PERSON)**

### **Claiming value in negotiations. Role play**

We will use the role play developed by the professor, "The rental contract", in order to put into practice the concepts on how to claim value in negotiations.

*Article: Call their bluff! Detecting deception in negotiation. Maurice E. Schweitzer. (CED)*

#### **Pre-class readings:**

- Call their bluff! Detecting deception in negotiation. Maurice E. Schweitzer. Harvard Program on Negotiation.

The professor will distribute the role-play instructions before the session.

## **SESSION 4 (LIVE IN-PERSON)**

### **Pre-negotiation setup. Deal design**

We shall start the session with the debriefing of the previous class simulation.

Then, we will study the strategies that allow the negotiators to go to the "negotiation table" with the strongest position: Parties, Interests, BATNA, Sequence and Process

We will also study the techniques to Create Value in a Negotiation.

*Book Chapters: 3-D Negotiation. Powerful tools to change the game in our Most Important Deals.*

*Chapter 2. Boston, Massachusetts : Harvard Business School Press, 2006*

*Book Chapters: 3-D Negotiation. Powerful tools to change the game in our Most Important Deals.*

*Chapters 4,5,6,7. Boston, Massachusetts : Harvard Business School Press, 2006. (Optional)*

#### **Pre-class readings:**

- 3-D negotiation : powerful tools to change the game in your most important deals. Chapter 2. Lax and Sebenius

The professor will upload the materials through Feedback Fruits. The students will read the documents, answer some questions according to the instructions.

#### **Optional:**

- 3-D negotiation : powerful tools to change the game in your most important deals. Chapters 4,5,6,7. Lax and Sebenius

## **SESSION 5 (LIVE IN-PERSON)**

### **Deal design. Role play**

We will practice the deal design and other negotiation strategies with a full-session role-play focused in the negotiation between an opera singer and an opera venue.

*Book Chapters: 3-D Negotiation. Powerful tools to change the game in our Most Important Deals.*

*Chapter 8. Boston, Massachusetts : Harvard Business School Press, 2006.*

*Article: Investigative negotiation. (HBS R0709D-PDF-ENG)*

#### **Pre-Class readings:**

- Investigative negotiation. Harvard Business Review. Deepak Malhotra, Max H Bazerman
- 3-D Negotiation. Powerful tools to change the game in our Most Important Deals. Chapter 8

A few days before the Session, the professor will distribute to every student the needed information to prepare the role play.

## **SESSION 6 (LIVE IN-PERSON)**

## **Negotiating with governments and Foreign Ministries to reach development cooperation objectives**

This session will look at the art of intergovernmental negotiation, taking as a starting-point the negotiation process in the UN context which in 2015 delivered agreement on the Sustainable Development Goals and the wider 2030 Agenda for Sustainable Development. It will also look into the engagement of Foreign and line ministries of the member states in the negotiation of the development agenda.

### **Recommended readings (see materials):**

*Other / Complementary Documentation: 2030 Agenda for Sustainable Development (2015). Go to A/RES/70/1.*

*Other / Complementary Documentation: Political Declaration from SDG Summit (September 2019). Go to SDG Summit website.*

*Other / Complementary Documentation: Dodds, Felix. Donoghue, Ambassador David. Leiva Roesch, Jimena. Negotiating the Sustainable Development Goals: a transformational agenda for an insecure world. Routledge 2017.*

*Other / Complementary Documentation: Kamau, Macharia. Chasek, Pamela. O'Connor, David. - Transforming multilateral diplomacy: the inside story of the Sustainable Development Goals, Routledge 2018.*

## **SESSION 7 (LIVE IN-PERSON)**

### **Negotiating with multilateral actors (UN organizations, the European Union, etc.) to ensure coordination and aid effectiveness**

This session will examine the contribution of global actors such as EUN agencies and the World Bank, and of major regional organizations such as the EU or the African Union, to multilateral negotiations on sustainable development, including efforts to promote greater aid effectiveness. Examples selected include the role played by such organizations in achieving the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the New York Declaration for Refugees and Migrants and the Paris Declaration on Aid Effectiveness. One of the lessons to be learned is that each process has its own unique dynamic and the role and influence of major multilateral actors can vary greatly from one negotiation to another.

### **Recommended readings (see materials):**

*Other / Complementary Documentation: Addis Ababa Action Agenda (2015). Go to A/RES/69/313.*

*Other / Complementary Documentation: New York Declaration for Refugees and Migrants (2016). Go to website with this name.*

*Other / Complementary Documentation: Paris Agreement on Aid Effectiveness (2005). Go to website with this name.*

## **SESSION 8 (LIVE IN-PERSON)**

### **Negotiating and cooperating with NGOs and private donors in international development**

This session will look into concrete cases of negotiating and collaborating in ODA projects with NGOs and private donors, from various perspectives (as lead donor or implementing agency). As well, the session will analyze the culture and negotiating style of some ODA donors and ODA beneficiaries.

Additional reading materials to be provided in class.

Pre-Class readings

### **REQUIRED (see materials):**

*Book Chapters: chapters 11, 12 - Country studies Indonesia and Germany - Donald W Hendon,*

Rebecca Angeles Hendon, Paul A Herbig, Westport, Conn. (1996). *Cross-cultural business negotiations*. Quorum Books, London. (See Bibliography)

## **SESSION 9 (LIVE IN-PERSON)**

### **Engaging the stakeholders. Ensuring local ownership**

This session will consider the benefits for multilateral negotiation processes of close engagement with civil society, the private sector, the scientific and research community and other key stakeholders. This engagement is needed both in advance of, and during, the negotiations concerned. It will be necessary, furthermore, to ensure that all such stakeholders remain fully engaged as partners - at the local, national, regional and global levels - if the agreements in question, once concluded, are to be successfully implemented. Local ownership of the agreements and their implementation is essential and national coalitions bringing together the full range of stakeholders are a prerequisite for this.

Additional reading materials to be provided in class.

### **Recommended readings (see materials):**

*Technical note: Act now by donating to the sustainable development goals. (Joint SDG Fund.)*

*Technical note: Ensuring National Ownership. (Sustainable Development Goals Fund)*

*Technical note: Paris Declaration and Accra Agenda for Action. (OECD.org)*

## **SESSION 10 (LIVE IN-PERSON)**

### **Humanitarian negotiations. Negotiations with rogue actors. Role play**

We will use the role-play developed by the professor based on a real case: Transfer of 10k MT of apples from the occupied Gola to Syrian proper.

### **Pre-class readings:**

Students need to read the case study that will be provided by the professor in advance.

## **SESSION 11 (LIVE IN-PERSON)**

### **Humanitarian negotiations. Negotiating access, protection and assistance during armed conflicts**

We will analyze the specific challenges and strategies in humanitarian negotiations: negotiating access protection and assistance, with a special focus on the negotiation with rogue actors.

This session will be focused on a case study on how the ICRC managed to get access to a prison in the arabic peninsula.

Pre-class readings:

No required readings.

### **ADDITIONAL RECOMMENDED READINGS**

These are, according to the professor, the best guidelines that the students can use to prepare humanitarian negotiations in their future professional endeavours. It is not required to read them before the sessions.

- **Field Manual on Frontline Humanitarian Negotiation.** This is, according to the professor, the best available manual on humanitarian negotiations. The author has been involved in high-stakes negotiations with the International Committee of the Red Cross for several years.
- **Guidelines on Humanitarian Negotiations with Armed Groups.** This is the UN official manual on humanitarian negotiations. Essential reading for those involved in humanitarian negotiations within an UN agency

- **Humanitarian Access in Situations of Armed Conflict Practitioners' Manual Summary.**  
Short summary of the key challenges and tools of negotiation for humanitarian access.
- **Humanitarian negotiation.** A handbook for securing access, assistance and protection for civilians in armed conflict.

## **SESSION 12 (LIVE IN-PERSON)**

### **Understanding the culture and the negotiating styles of your cooperation partners to maximize the results of your development project**

Each negotiation is characterized by two main dimensions: the substance of negotiations and the process itself. In international negotiations, the process itself receive a special relevance and cultural differences can affect (positively or negatively) the process of negotiation and hence, its results. It is tremendously important therefore to take the time and carry out the due diligence concerning the negotiating counterparts, understand as much as possible their culture and negotiating styles in order to maximize the results of the negotiating process and start on the right foot with the implementation of the envisaged development project.

In this session, we will look into various types of cultures, like the high-context or low-context cultures, monochronic or the polychronic cultures. All these elements will help you understand better the cultures of your counterparts and reduce the cultural barriers and misunderstandings so that to carry out a successful negotiation process.

Pre-Class readings

#### **REQUIRED (see materials):**

*Book Chapters: Chapter 1 (1.1) - Llamazares, Olegario. (2014). Business Etiquette in 60 countries. The essential Guide for International Managers. Global Marketing Strategies. (See Bibliography)*  
*Book Chapters: Chapter 2, 3 - Donald W Hendon, Rebecca Angeles Hendon, Paul A Herbig, Westport, Conn. (1996). Cross-cultural business negotiations. Quorum Books, London. (See Bibliography)*

## **SESSION 13 (LIVE IN-PERSON)**

### **Organizing cross-cultural negotiations. Protocol and etiquette tips to support negotiation tactics. Culture clashes and how to avoid failed negotiations**

As previously indicated, in international negotiations, the process of negotiation and its organization tend to get a greater relevance than in the case of negotiations between counterparts from the same culture. In this session, we will look into various cross-cultural protocol and etiquette main elements that would support the organization of the negotiating meetings and of the formal and informal events in the margin of the negotiation, and will also provide some protocol tips that would support the negotiation tactics.

This session will look into the DOs and DON'Ts for international negotiations and will give concrete advice on how to minimize the cultural barriers, avoid cultural clashes and thus avoid failing in your negotiations.

#### **Pre-Class readings (see materials):**

*Book Chapters: Chapter 1 (the remaining part) - Llamazares, Olegario. (2014). Business Etiquette in 60 countries. The essential Guide for International Managers. Global Marketing Strategies. Required. (See Bibliography)*  
*Book Chapters: Chapter 4,5,6 -Donald W Hendon, Rebecca Angeles Hendon, Paul A Herbig, Westport, Conn. (1996). Cross-cultural business negotiations. Quorum Books, London. Required. (See Bibliography)*  
*Book Chapters: Chapter 17 - Donald W Hendon, Rebecca Angeles Hendon, Paul A Herbig, Westport, Conn. (1996). Cross-cultural business negotiations. Quorum Books, London. Required.*



(See Bibliography)

Book Chapters: Chapters 7,8, 9- Donald W Hendon, Rebecca Angeles Hendon, Paul A Herbig, Westport, Conn. (1996). *Cross-cultural business negotiations*. Quorum Books, London. Recommended. (See Bibliography)

## SESSION 14 (LIVE IN-PERSON)

### The role of mediation in negotiations

Students will learn the role of mediators in negotiations, and what are the key mediation tools. We will learn these concepts through the analysis of a real ICRC mediation case in Colombia in releasing hostages taken by non state armed groups.

#### Pre-Class readings:

Will be defined by the professor before the session.

*Other / Complementary Documentation: Guidance for Effective Mediation. (United Nations)*

*Other / Complementary Documentation: A manual for UN mediators: Advice from UN representatives and envoys. (Unitar)*

*Other / Complementary Documentation: The ICRC as a neutral intermediary. Historical and contemporary perspectives*

*Other / Complementary Documentation: Neutral intermediary: Our role, saving lives*

## SESSION 15 (LIVE IN-PERSON)

### Final exam

## EVALUATION CRITERIA

During the semester, the students will have to present an individual project in the last session of the course and will be graded for their individual performance.

As well, the student will be evaluated for their participation in group exercises to take place in class.

Finally, there will be a participation grade based on class attendance, class behaviour and etiquette, and contributions to class discussions.

criteria	percentage	Learning Objectives	Comments
Class Participation	20 %		
Participation in group exercises	20 %		
Final Exam	40 %		
Feedback on the study materials (using the Feedbackfruits tools)	20 %		

## FAILING GRADE AND REASSESSMENT

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place.

Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered. Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.

## **BIBLIOGRAPHY**

### **Compulsory**

- David A. Lax, James K. Sebenius. *3-d Negotiation: Powerful Tools to Change the Game in Your Most Important Deals*. Harvard Business Review Press. ISBN 1591397995 (Printed)

This book will be de basis for learning the basics of negotiations, which can be applied to all realms of professional and personal life.

- Llamazares, Olegario. (2014). *Business Etiquette in 60 countries. The essential Guide for International Managers*. Global Marketing Strategies. ISBN 0000000000 (Digital)

Available as Kindle/Amazon, ASIN B00O70IPPQ. A practical guide offering International Business Etiquette tips that executives should be aware of when they negotiate on international markets.

- Donald W Hendon, Rebecca Angeles Hendon, Paul A Herbig, Westport, Conn. (1996). *Cross-cultural business negotiations*. Quorum Books, London. ISBN 9780275968038 (Printed)

This book aims to show how to conduct international business communications successfully by seeing what is important about the transactions through the eyes of another culture.

### **Recommended**

- Michael Wheeler, Carrie Menkel-Meadow. (2004). *What's Fair: Ethics for Negotiators*. 1st Edition. Jossey-Bass Inc.. ISBN 0787969168 (Printed)

We will use some of this book's readings in the session about Ethics in negotiations

- Felix Dodds, David Donoghue, Jimena Leiva Roesch. (2017). *Negotiating the sustainable development goals: a transformational agenda for an insecure world*. Routledge, Taylor & Francis Group. ISBN 9781138695078 (Printed)

- Macharia Kamau, Pamela S Chasek, David O'Connor. (2018). *Transforming multilateral diplomacy : the inside story of the sustainable development goals*. Abingdon, Oxon ; New York, NY : Routledge. ISBN 9780429491276 (Digital)

- Geert Hofstede, Gert Jan Hofstede, Michael Minkov. *Cultures and organizations*. ISBN 9780071770156 (Digital)

- Erin Meyer. *The culture map : decoding how people think, lead, and get things done across cultures*. New York : PublicAffairs. ISBN 9781610392761 (Digital)

## **BEHAVIOR RULES**

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

## **ATTENDANCE POLICY**

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

## **ETHICAL POLICY**

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.

