EU negotiations: methods and practice

Course delivered by
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GLOPEM
M.A Degree in Global Politics and Euro-Mediterranean Relations
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Module 1
Negotiation: theory, practice and methods

Duration: 2 days

Objectives:

a) Understand key dilemmas in negotiation strategies, from analyst’s viewpoint, and to raise awareness on typical traps in negotiation [Day 1, morning]:
   - Cooperation Vs. Competitive strategies; Consistency Vs. Pragmatism; Assertiveness Vs. Empathy; Principal Vs. Agent

b) Prepare a negotiation [Day 1, afternoon]:
   - The quantitative and qualitative elements; the three dimensions: people, problem, process;

c) Understand quantitative negotiations and hard bargaining tactics [Day 2, morning]:
   - The Zone of Possible Agreement and the quantitative dimension; the effects of cognitive biases and hard bargaining tactics; framing techniques: persuasion and conviction; Communication skills: active speaking and active listening

d) Structure the negotiation process and prepare when negotiating in delegations [Day 2, afternoon]:
   - Agenda building; typical models of negotiation dynamics and sequences; 10 key principles to sequence a negotiation process; the preparation phase in a delegation; the challenge of internal/external coherence;

Module 2

EU negotiations: from theory to practice

Duration: 1,5 days

Objectives:

e) Understand the complexity of the EU multilateral context: actors and dynamics [Day 1, morning and afternoon]
   - The EU multilateral complexity; the typology of coalitions and the alliances; the rules of procedures and voting rules; the role of the Chair/Presidency; the negotiation sequence and the different formats; the tension between secrecy and publicity;

f) Identify a typology of EU negotiations and the corresponding behavioural models [Day 2, morning]
   - The EU internal and inter-institutional negotiations; the EU external negotiations with IGO and third Countries; the EU bargaining behaviour typology; discussion of a real case study on the Climate Change Package negotiation;
Structure of the sessions

Day 1 Morning Session: Negotiation Strategy

1. **Simulation exercise – “The Interest Rate”**
   This session will be dedicated to a simulation exercise in which students will experiment the major tensions and strategic dilemmas that negotiators usually face: cooperation Vs. competitive strategies; consistency Vs. pragmatism; assertiveness Vs. empathy; principal Vs. agent. The exercise will be followed by a debriefing session during which the teacher will engage into a discussion with the students in order to draw important practical lessons from their experience and to explain the key underlying theoretical elements.

*References:*

Odell, John S. 'Three islands of knowledge about negotiation in international organizations', *Journal of European Public Policy*, 2010, 17: 5, 619 — 632

Day 1 Afternoon Session: Negotiation Preparation

2. **Simulation exercise – “The Norket District”**
   Students will engage into the preparation of a negotiation linked with the settlement of a conflict in a neighbour country. Students will test their own personal skills in negotiation preparation, and then will try to identify the key best practices. The exercise will be followed by a debriefing session during which the teacher will present a comprehensive framework which students can apply in order to prepare the quantitative and qualitative elements of negotiations.

*References:*

Day 2 Morning Session: Quantitative Negotiations
3. **Simulation Exercise – “The Cooperation Budget”**

In this interactive role-play, students will be involved in a bilateral summit over the annual allocation of EU funding to a developing country. The exercise will prompt reflections on how to deal with the quantitative elements of a negotiations and how to indentify and react positively to hard bargaining tactics. The exercise will be followed by a debriefing session during which the teacher will engage in a discussion with the students in order to draw important practical lessons from their experience, and will explain and clarify the key underlying theoretical elements.

**References:**
Lempereur (Alain) & Colson (Aurélien) (2010). *The First Move: A Negotiator’s Companion*, Wiley. (Chapter 4)


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**Day 2 Afternoon Session: The Negotiation Process**

4. **Simulation Exercise – “The Airline Negotiation”**

In this interactive role-play, students will be involved in a bilateral summit over the issue of air traffic rights. The exercise will prompt reflections on agenda building strategies, and on typical negotiation dynamics and process. The exercise will be followed by a debriefing session during which the teacher will engage in a discussion with the students in order to draw important practical lessons from their experience, and will explain and clarify the key underlying theoretical elements.

**References:**
Day 1 Morning and Afternoon Session: The EU multilateral context

1. **Simulation exercise – “The Election of the EU Council President”**

These two sessions will be dedicated to a simulation exercise in which students, divided in 16 EU delegations, will have the task of electing the President of the European Council. The exercise will prompt reflections on how to deal with the delegations’ internal coherence, the alliances, the formats of a negotiation and the role of the Chair. Each of the two sessions will be followed by a debriefing during which the teacher will engage into a discussion with the students in order to draw important practical lessons from their experience and to explain the key underlying theoretical elements.

**References:**


Day 2 Morning Session: A typology of EU negotiations and behavioural models

3. **Lecture and case study analysis;**

This session will summarize the main theoretical and practical elements of the course with the purpose of providing a comprehensive classification of the different negotiation settings and actors in the EU. In the light of the theoretical tools and the personal experience acquired during the course, students will be invited to analyse and discuss with the teacher a concrete case study of an EU negotiation.

**References:**


INSTRUCTOR: Francesco Marchi (marchi@essec.fr)

LANGUAGE OF INSTRUCTION: English

TEACHING HOURS: 7 Session of 3,5 hours (24,5 Hours)

NUMBER OF STUDENTS: from 24 up to 36

LOGISTICS: 1 room for the entire group and 2 rooms for sub-group work

EVALUATION: 70% class participation and attendance, 30 % simulation report

WORK REQUIRED: Each student at the end of the two modules will have to write a simulation report (1000 word length) in which he/she will assess his/her challenges and strength during the class exercises using the concepts developed during the course.

EXTENDED Bibliography module 1


Francesco Marchi is a researcher and training officer at the Institute for Research and Education on Negotiation (ESSEC IRÉNÉ) where he is in charge of trainings and the research project “Negotiators of Europe”. He regularly delivers training at the European Commission, the General Secretariat of the Council, the French Ministry of Foreign Affairs and other public bodies. He teaches Negotiation at ENA (École Nationale d’Administration) and in the Master of European Affairs at Sciences Po Paris. He is a Phd candidate at the Centre d’études européennes of Sciences Po Paris where he is about to complete his PhD thesis on the constitutional Convention chaired by Valéry Giscard d’Estaing. In this framework he was visiting research fellow at the CEFRES (Prague) and the Instituto Affari Internazionali (Rome) within the CONNEX and CONSENT European networks of excellence. Before joining ESSEC IRÉNÉ in 2009, he was teaching Comparative Political System and EU Politics at the Paris antenna of the Dallas Southern University and he was research assistant at the Jean Monnet Chair of Sciences Po Paris. Since 2003 he is a member of the steering Committee of the Cluny European Summer University (ENSAM) where he organizes the simulations of the European Council. He holds a Master in European Studies (with Honors) from the Ecole doctorale of the Institut d’Études Politiques in Paris, a Certificate of International Studies from the School of International Studies and Law of Coventry and a Laureate in Political Science and International Studies (Magna cum Laude) from the Faculty of Political Studies of Catania.