



UNIVERSITÀ
degli STUDI
di CATANIA



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Modulo Jean Monnet

« Nuove Competenze per Nuove Sfide: politiche nazionali ed europee per la lotta alla Criminalità Organizzata »



EU NEGOTIATION LAB

**New Competences and Skills for EU
coordination in the fight against organised
crime**

Catania, 10 – 13 April 2017

Dipartimento di Scienze Politiche e Sociali

(Mon.Tue.Wed. 09.00-12.30 a.m. and 02.00-05.30 p.m. Thur. 09.00-12.30 a.m.)

Dr. Francesco MARCHI

Objectives

Negotiation and coordination skills constitute strategic skills for managers, administrators, civil servants and many other professional careers that are to work in the area of fight against organized crime. Be it internally within the EU institutions and Agencies (with colleagues, team members, or hierarchy), or externally (with stakeholders, national administrations or international organizations), negotiation capabilities can make a difference. The prevention and fight against the organized crime, the management of NBCR risks require the coordination of a plurality of actors that possess different organizational cultures and working methodology.

This workshop will help students to:

- gain an intellectual understanding of negotiators' behavior and of central concepts in negotiation as they apply in the European Union institutional context;
- improve their ability to analyze the negotiation situation and learn how to develop a toolkit of useful negotiation skills, strategies, and approaches adapted to work in the European institutional context;
- acquire the basic tools of efficient coordination between different organizational cultures
- identify and analyse the challenges in the policy area of fight against the organized crime

Teaching and learning methods. The course will be based on a series of negotiation simulation and exercises. These are framed and analyzed in terms of readings, lectures, and in-depth class discussions.

The course will follow a three step sequential approach:

1. **Experiential Learning through Simulations:** Each week, students will engage in an exercise-simulation pertaining to a key aspect of negotiation in the EU.
2. **Debriefing, Feedback & Self-Examination:** Each week, the instructor will lead a discussion that involves analyzing students' performance so that the class can analyze the relationship between different negotiation strategies and outcomes and learn from everyone's experiences.
3. **Framing concepts and discussion:** Each week, the instructor will discuss with students the results of academic research that are connected with the seminar key learning points and the specific EU negotiation situation analyzed.

Content PART 1- Negotiation Skills

SESSION 1 Understanding the key dilemmas and theories of negotiation and coordination

Simulation: EU BORDER CONTROL MISSION – A team negotiation over the crossing border conditions and access between two neighborhood countries.

- Three dimension of negotiation: people, substance, process
- Cooperation Vs. Competitive strategies,
- Consistency Vs. Pragmatism,
- Assertiveness Vs. Empathy,
- Principal Vs. Agent;
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Readings: Lempereur A. , Colson A. (2010) *The First Move*, Wiley, West Sussex (Ch. 1)

Druckman, D. (2010). Negotiation. In N. Young (Ed.) *The International Encyclopedia of Peace*, New York: Oxford University Press.

SESSION 2 How to prepare a negotiation

Simulation: THE TIMBER INDUSTRY AGREEMENT – Bilateral negotiation between the EU and an African country for the signing an agreement concerning the export of timber.

- 10 key trumps for effective preparation,
- Stakeholders mapping
- Mandate definition
- Interest and motivations
- Anticipating obstacles

Readings: Lempereur A. , Colson A. (2010) *The First Move*, Wiley, West Sussex (Ch. 2)

SESSION 3 Conducting and sequencing a negotiation across time and space: the process

Simulation: THE NORKET DISTRICT - Informal negotiation for the settlement of a civilian crisis in a newly democratized country of the Eastern European continent.

- Typical models of negotiation dynamic and process

- Agenda building strategies
- 10 key principles to sequence a negotiation process
- Procedural justice Vs. Distributive justice
- Communicating the outcome of a negotiation

Readings: Lempereur A. , Colson A. (2010) *The First Move*, Wiley, West Sussex (Ch. 3)

SESSION 4 Value creation and value claiming: how to deal with distributive negotiation

Simulation: AGENTIA Ltd- Bilateral negotiation between a real estate agent and the EEAS for the sale of a building that will become the head quarter of this new service of the EU.

- Value claiming and value creation
- Integrative Vs. distributive bargaining
- The Zone of Possible Agreement
- Dealing effectively with concession making
- How to react to hard bargaining behaviour

Readings: Lempereur A. , Colson A. (2010) *The First Move*, Wiley, West Sussex (Ch. 4)

Content PART 2- Negotiations and coordination in the EU

SESSION 5 Understanding the EU as a negotiation system

Lecture – The EU as a negotiation and coordination system:

- Research and theories
- Main actors: institutions, lobbies, public opinion
- A European negotiation culture: myth or reality?
- EU official and diplomats: what lessons from the field?

Readings: Brunazzo M. & P. Settembri (2012) *Experiencing the European Union. Learning how EU negotiation work through simulation games*, Rubbettino Editore, Soveria Mannelli (Ch. 2)

Lewis, Jeffrey (2010) 'How institutional environments facilitate co-operative negotiation styles in EU decision-making', *Journal of European Public Policy*, 2010, 17: 5, 648 — 664

SESSION 6 EU Crisis management and fight against organised crime

Simulation: THE INTERMINISTERIAL MEETING ON EBOLA CRISIS - EU delegation (Council, Commission and EEAS) preparatory meeting before a summit with an Asian “strategic partner”.

- Delegation management and team cohesion
- Interest alignment and intra-organisational negotiations
- Policy coordination Vs. disconnection
- Agenda and mandate setting

Readings: Vanhoonacker S. et al. (2011) The Presidency in EU External Relations: Who is at the helm?, in *Politique européenne*, 2011/3 (n° 35) pp. 139-164

SESSION 7-8 The European Council and the poly-lateral complexity

Simulation: THE EUROPEAN COUNCIL SUMMIT- EU Council meeting on Refugees and Organised crime

- Poly-lateral Vs. Multilateral complexity
- Process structuring and agenda setting
- Coalition building
- Negotiation formats
- Decision making rules: unanimity and consensus
- Role of the Chair and the EU presidency: mediator, honest broker and manipulator

Readings: Tallberg, J. (2004) “The Power of the Presidency: Brokerage, Efficiency and Distribution in EU Negotiations”, *Journal of Common Market Studies*, Volume 42, Issue 5, December 2004, pp. 999-1022.

INSTRUCTOR: Prof. 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 32

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

EVALUATION: pass or fail based on the class participation and the simulations

Further Readings:

Dupont, C. (1994) *La Négociation. Conduite, théorie, applications*. Paris : Dalloz

Elgström, O. (1994) "National Culture and International Negotiations" *Cooperation and Conflict* 1994; 29, pp. 289-301

Jabko, N. (2005) « Comment la France définit ses intérêts dans l'Union européenne » *Revue française de science politique* 2005/2 (Vol. 55) pages 221 à 242

Meerts P.W. and Cede, F. (2004) *Negotiating European Union*, Houndmills, Basingstoke, Hampshire; New York, N.Y., Palgrave Macmillan.

Pfetsch, F. (1998) "Negotiating the European Union" *International Negotiation*, vol.3: n°3, pp 289-514

Tallberg, J. (2008) "Bargaining Power in the European Council", *Journal of Common Market Studies*, Volume 46, Issue 3, June 2008, pp. 685-708.

Tallberg, J. (2004) "The Power of the Presidency: Brokerage, Efficiency and Distribution in EU Negotiations", *Journal of Common Market Studies*, Volume 42, Issue 5, December 2004, pp. 999-1022.

Zartman (I.W.) & Berman (M.) *The Practical Negotiator*. New Haven : Yale University Press,1992.

Zartman W. (1994) "Introduction: Two's a Company more's a Crowd: the Complexities of Multilateral Negotiations", in Zartman W. (Ed) *International Multilateral Negotiation: Approaches to the Management of Complexity*, Jossey-Bass: San Francisco;