

**UCM  
PRO2000**

**EU Strategy and Negotiation Simulation**

**P6 2018  
5 ECTS**

## 1. Description

In this project students will learn about international negotiations and how countries plan and seek to achieve their national goals. Success in negotiations is often not about out maneuvering the other party, although that may happen, but rather about applying diplomatic negotiating skills to finding the possibilities for consensus. Success in negotiations is closely associated with having a clear strategy - where possible points of compromise have already been considered, and detailed planning of the various phases of the negotiation.

In this course, students will be trained in negotiation skills and the requirements of a complex EU negotiation. They will receive training on writing a position paper where they explain the negotiating position and approaches of a particular country. In the final EU simulation, students will enjoy the challenging experience of participating in an international negotiation. Before and after the simulation, the students discuss their strategies and outcomes in the negotiation journal.

The purpose of this project is to provide students with the skills necessary for completing a successful negotiation: analytical, strategic, social and bargaining. Students are trained to be analyze complex negotiation situations and to then apply the theories that they have learnt to maximize their outcomes.

Objectives of this course:

- To teach students the strategy and negotiation skills required to achieve optimal outcomes in a multilateral setting like the EU.
- To teach students to make a detailed position paper from the perspective of one of the following: an EU member state, EU institution, a non-EU state.
- Students will acquaint themselves with the negotiating approach of the country, institution they are representing.
- To train students in planning negotiations carefully-deciding on the most useful alliances etc.
- Students will participate in a complex negotiation of around 6-8 hours where they will to put into practice what they have learnt.

## Course Coordinators

- Mark Stout - [mark.stout@maastrichtuniversity.nl](mailto:mark.stout@maastrichtuniversity.nl) - Room 0.032
- Mathieu Segers - [mathieu.segers@maastrichtuniversity.nl](mailto:mathieu.segers@maastrichtuniversity.nl) - Room 0.044c

## Venues

Your personal schedule can be found online. Pay close attention to the times and dates, since they change weekly.

## Literature

The mandatory literature consists of two books. Students are required to purchase:

- Raymond Saner, *The Expert Negotiator* (4<sup>th</sup> edition), Leiden, NL: BRILL 2012.
- Roger Fisher and William Ury, *Getting to Yes Negotiating an agreement without giving in* (2<sup>nd</sup> edition), Random House Business Books 2012.

## 2. Structure

This course consists out of four main pillars in order to obtain the above-mentioned goals at the end of the term:

1. Lectures: during the lectures, students will learn about the different strategies and negotiation skills employed during multilateral negotiations.
2. Workshop: students can ask questions about the lectures, will work towards writing the diplomatic paper, and practise negotiating.
3. Open office hours: during weeks 2 – 4 both Dr. Segers and Dr. Stout will hold open office hours for students to come in and discuss their paper and journal. Please make good use of this time, since it will strengthen your preparation for the negotiations and improve your final result for the course.
4. The 8-hour simulation where students will to put into practice what they have learnt (graded).

## 3. Evaluation & re-sit

The examination will consist of four main items:

1. Diplomatic paper (max. 2500 words) (30%). Each student will have to submit a detailed position paper of the delegation they represent during the simulation exercise. The paper has to be submitted to Safe Assignment and a paper version should be given to the Office of Student Affairs.
2. Journal (4000 words) (50%): offers the broader (academic) context for the diplomatic paper and serves as a reflection on the used strategies after the simulation. Using academic literature, students identify the goals they aim to achieve, their negotiation approach, and strategies and techniques to be used. After the simulation, students will describe the success (or failure) of these tactics in the final simulation. The journal has to be submitted to Safe Assignment and a paper version should be given to the Office of Student Affairs.
3. Final simulation (20%). Students will be assessed on their negotiation skills as demonstrated in the 6-8 hour final simulation.

In addition, there are several elements that need to be passed in order to complete the course successfully:

1. Mandatory Lectures and workshops (pass/fail).
2. Drafts of the diplomatic paper and journal, presented during office hours (pass/fail).

### Re-sit

- Students whose total grade is below 5.5 fail the project. Students who have attended all the meetings, submitted all their work on time and who provided feedback to their group members are eligible for a re-sit.
- The re-sit consists of writing a new paper or journal. Topic will be discussed with the course coordinator.
- The rewrite paper is due within three weeks upon the publication of the grades for the project, and should be submitted through Safe Assignment, and in hard copy to the tutor of the particular writing group and the course co-ordinator.
- The course co-ordinator will contact those eligible for a re-sit individually.

#### 4. Attendance

Attendance for this project is **100%** (tutorials and mandatory lecture) unless there are serious extenuating circumstances. If you miss **one** tutorial (or the mandatory lecture), you must fill out a request for an Additional Assignment, which you can find at the Office of Student Affairs (OSA), and return it to them completed. Only then can the Course Coordinator, with input from members of the exam committee, assess whether or not your excuse meets the course requirement. Please fill out the form as soon as possible.

If you miss **two** tutorials (including the mandatory lecture), you will automatically fail the course.

- An Additional Assignment must be requested no more than 10 working days after the final tutorial. This means the request for an Additional Assignment is due by July 13<sup>th</sup>. The Course Coordinator will not accept late requests.
- The Additional Assignment will be due 10 working days after the Additional Assignment Request deadline. This means the Additional Assignment will be due at (it must be both uploaded to Safe Assignment and emailed to the Course Coordinator). The Course Coordinator will not accept late submissions.

#### 5. Instructions for the diplomatic paper and journal

Both the diplomatic paper and the journal intend to prepare the students for a successful round of negotiations during the EU Simulation at the end of the term. The students will be assigned a delegation for the EU simulation at the beginning of the term. You will receive the additional instructions for the diplomatic paper and the journal during the first week. In short:

##### Diplomatic paper:

- 4-page (2000-2500 word) paper that serves as support to optimize national interest representation and to prepare for multilateral negotiations;
- Based on your assigned delegation (week 1);
- Paper consists of:
  1. Introduction, incl. national position towards the EU, the conflict, Ukraine and Russia (historic);
  2. Addresses standpoint towards the conflict and addresses the items on the agenda for the EU simulation summit (background and linkages between the agenda issues):
    - Association treaty with Ukraine
    - Weapon exports to Ukraine
    - EU financial support to Ukraine
    - EU position towards Russia
  3. 'Hard issues' and 'soft issues';
  4. Analysis of the level playing field. Identification and explanation of possible alliances and EU 'friends' on these topics.
  5. Negotiations strategy: discussion of the maximum outcome and minimum outcome for your delegation on these points;
  6. Conclusion
- Students thus have to do additional research concerning the agenda items and the position of your country.
- All these dimensions will be systematically analysed as preparation for the "Tour du table", the opening round of the simulation game in which all delegations will present their vision on the agenda.
- Diplomatic Papers are used to judge the mastery and comprehension of the national position of your delegation.

- Do not forget to use the “participants manual” (distributed in week 1).
- Take a close look at the evaluation criteria (annex II).

**Deadlines:**

- ⇒ Wed June 20<sup>st</sup>: present an outline (1-2 pages) to your supervisor during office hours (pass/fail).
- ⇒ Fri June 29<sup>th</sup> at noon: hand in diplomatic paper.

**Journal:**

- 4000-word journal which places the negotiation effort in the more theoretical and analytical context of bargaining and negotiation strategies;
- The main aim of this exercise is to place the art of diplomacy in the more broad, analytical context of negotiation and decision making.
- Students are required to gather relevant literature for their journal, bring this together in one publication, explain the connections between the literatures, and provide summaries.
- This journal serves as the academic, theoretical approach to negotiations and the tactics you will use.
- After the simulation, the students will individually reflect upon their use of negotiation theory and tactics and how the theory functioned in practice and record this in their journals.
- Bonus: add a short press communique to share with your national media about the final compromise text.
- To summarize the journal should contain the following elements:
  - 1) Reflection on the course readings (including a literature review of ‘The Expert Negotiator’ by R. Saner (2012) and ‘Getting to Yes’ by R. Fisher and W. Ury) and other relevant literature; lectures, workshop and practice simulation.
  - 2) In preparation for the simulation: a detailed list of the theoretical approaches and negotiation goals, tactics, alliances etc. that students intend to pursue.
  - 3) After the simulation: a detailed analysis of the student’s own performance and the application of theory to their own negotiation strategy. How did theory and practice work out? What improvements could have been made?
  - 4) Consistency in layout (font, margins, paragraphs, page numbers),
  - 5) Consistency in copy editing: spelling, punctuation and referencing
  - 6) Accessibility in terms of layout & visuals.

**Deadlines:**

- ⇒ Wed June 20<sup>st</sup>: present the proposal to your supervisor during office hours (2 pages) (pass/fail).
- ⇒ Mon June 25<sup>th</sup>: bring draft version of the journal to the office hours (4 pages) (pass/fail).
- ⇒ Friday July 6<sup>th</sup> at noon: hand in journal.

## Group Meetings

### WEEK 1 (JUNE 11 – 15)

Session	Date & venue	Preparation
Lecture Prof. Dr. Segers	Wed June 13 <sup>th</sup> , 2018 08.30-10.30 h	Reading: <ul style="list-style-type: none"> <li>Saner: ch. 1 – 3 (pages 19 – 86).</li> </ul>
Lecture Rob Boudewijn on negotiations	Thur June 14 <sup>th</sup> , 2018 13.30 – 17.30 h	Reading: <ul style="list-style-type: none"> <li>Fisher and Ury: introduction, ch. 1 + 2 ('The Problem' and 'Method').</li> </ul>
Workshop Dr. Mark Stout and Rob Boudewijn: instructions paper and journal.		

### WEEK 2 (JUNE 18 - 22)

Session	Date & venue	Preparation
Open Office hours Prof. Dr. Segers and Dr. Stout.	Wed June 20 <sup>st</sup> , 2017 08.30-10.30 h Offices	Reading: <ul style="list-style-type: none"> <li>Saner: ch. 4 – 6 (pages 87 – 157);</li> <li>Fisher and Ury: ch. 3 'yes but..' + In Conclusion'.</li> </ul>
Practice simulation (4 hour) with Rob Boudewijn.	Thur June 21 <sup>th</sup> , 2017 13.30 – 17.30 h	Other: <ul style="list-style-type: none"> <li>The delegations need to work on their diplomatic paper. Present an outline (1-2 pages) to your supervisor during office hours.</li> <li>Students start working on their Journal. Bring the proposal to the Office hours (2 pages).</li> <li>Students should start informal deliberations amongst the different delegations.</li> </ul>

### WEEK 3 (JUNE 25 – 29)

Session	Date & venue	Preparation
Open Office hours Prof. Dr. Segers and Dr. Stout.	Mon , June 25 2017 13.30-15.30 h Offices	Reading: <ul style="list-style-type: none"> <li>Saner: ch. 7 – 8 (pages 157-187), ch. 11 – 12 (pages 219 – 251).</li> </ul> Other: <ul style="list-style-type: none"> <li>The students will submit their diplomatic paper on Friday, June 30<sup>th</sup> at noon.</li> <li>Bring the draft version (at least 4 pages) of the journal to the office hours.</li> </ul>

## **WEEK 4 (JULY 2 – 6)**

### **EU Strategy and Negotiation Simulation**

Monday July 2nd, 10-16.00 h. Location: UCM.



During the simulation, the students will put into practice all that they have learned during the course. Modelled after the Ukraine crisis and Russian aggressions in 2014, the students will receive instructions for a European Council meeting, which also includes observers from the United States and NATO, to discuss the crisis and the appropriate EU response.

The aim of the EU meeting is to agree upon a concept text that is acceptable for all parties involved, including both observers. This has to be done under strenuous circumstances: the time crunch and unanimous decision making will make this a challenging session, namely all EU member states have their own agenda and aim to maximize the outcomes. In this playing field, diplomatic strategy and room for manoeuvre will have to be in perfect symbiosis in order to come to a text all EUMS (and observers) can agree upon.

Each student will represent one delegation, notably: Austria, Belgium, Bulgaria, Cyprus, Denmark, Germany, Estonia, Finland, France, Greece, Hungary, Ireland, Italy, Croatia, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovenia, Slovakia, Spain, Czech Republic, United Kingdom, Sweden, NATO, United States, European Commission, Presidency.

Topics on the agenda will be: the association treaty with Ukraine, weapon exports to Ukraine, EU financial support to Ukraine and EU position towards Russia. In addition, the Eastern European states feel strongly that the EU should condemn Russia's actions on the Crimea and should voice their support for Ukraine and their territorial integrity.

## **ANNEX 1: Citing and plagiarism**

As is the case with all other UCM courses, when grading, tutors will pay careful attention to plagiarism and citing. While it is difficult to set clear criteria for what constitutes plagiarism in terms of numbers of words or percentages of text, a few things can be said about what separates an acceptable quote from theft and fraud. In the following a number points are mentioned that you should take into an account when writing your research paper.

- Anything brought forward in a paper that cannot be considered common knowledge should be presented with a clear reference to the original source. This applies to ways of putting things (a particular wording, sentence or paragraph) as well as content.
- Give references for all material that is not the product of your own work, including images, graphs, or any other data.
- If you summarise or rephrase other authors, clearly cite the work(s) you used as a source.
- Quotes should be recognisable as such: between quotation marks and with a reference to the source.
- Quotes should not be too long. This is relative to the presentation in which they are used: quoting half a page from another source may be appropriate in a book but not in a short paper.
- Do not modify the phrasing of the quote to suit your purposes. Only give exact quotes.
- Always ask yourself what the value of a quote is for your argument and only quote if you think that an exact quote can carry the message better than paraphrasing it.
- Motivate and explain the quotes and any other data used, as, contrary to common belief, these do not speak for themselves.
- Refrain from citing secondary literature (e.g. a course book explanation of a philosopher's argument) unless you wish to pay attention to specific wording.
- Papers written, completely or in part, by someone other than the student who wants to obtain credit for it, constitute plagiarism.
- 'Recycling' material submitted by the student for another course also counts as plagiarism.
- If in doubt, consult your tutor.

**Note: Plagiarism will automatically lead to a failing grade.**



## ANNEX II: Evaluation Criteria Diplomatic Paper

<b>Title Diplomatic Paper:</b> <b>Student name and number:</b> Note: All words above the maximum word count will not be evaluated.	
<b>Introduction</b>	Total: 30
What is your relation with the conflict, Russia and Ukraine? (5)  Do you want to add extra agenda issues? Why and what would be your strategy to be successful? (5)  Should the order of the agenda be changed and which arguments you can use for it? (10)  Background information about your national position towards the several agenda issues (10)	
<b>Negotiation strategy</b>	Total: 55
What are hard issues for your country and which ones can you use as exchange money? (10)  What are potential linkages in the agenda and which issues need to be de-linked? (5)  Analysis of the level-playing field: what are potential allies (on which issues) and what are potential enemies (on which issues)? How are you going to manage the level-playing field(15)  Description of your negotiation strategy (opening statement, use of coalitions, use of formal and informal rounds, concession management, relationship with the Presidency, use of veto power etc.) (25)	
<b>Evaluation</b>	Total: 15
What is the minimum result you want to achieve? (10)  What are hard issues you can not compromise? (5)	
<b>Total score (max. 100 points)</b>	

### ANNEX III: Evaluation Journal

<b>Title Journal:</b> <b>Student name and number:</b> Note: All words above the maximum word count will not be evaluated.	
<b>Introduction</b>	Total: 10
Introduction of the journal: scope and aim. (10) Do not repeat the diplomatic paper, but refer to it.	
<b>Literature review Saner &amp; Fisher and Ury</b>	Total: 30
Comprehensive overview of the field (including opposing views) (5)  Integration and critical evaluation of theoretical and empirical knowledge (10)  Appropriate interpretation of scientific findings (i.e., scientifically accurate) (5)  Identification of relations, contradictions, gaps and/or inconsistencies in the literature (10)	
<b>Evaluation</b>	Total: 30
Description of the theoretical approaches delegation is using to obtain certain negotiation goals (as set out in the diplomatic paper). Based on at least 5 additional pieces of academic literature.	
<b>Conclusion/evaluation (after simulation)</b>	Total: 25
Detailed analysis of the students own performance: strengths, weaknesses, lessons learned. (10)  Evaluation of putting theory into practice and suggestions for further research/literature after this experience. (15)	
<b>Total score (max. 100 points)</b>	