

# **Cross-Cultural Negotiations, xxx401**

Beijing Foreign Studies University, Summer 2019

## **Course Description**

A prominent idea within the globalization studies is that differences in cultures, values, norms, beliefs, practices, even languages are disappearing. Accordingly, the world is in the process of turning into a melting pot, consisting of people belonging to the same whole, as an undifferentiated mass. In such hypothetical world, the argument goes on, there would be no need for cross-cultural studies as there would be only one, dominant culture.

This class disagrees with such dystopias. Cultural differences and diversity are and will remain a part of humanity. Today, there are immense forces operating to connect each and every individual from all parts of the globe, and at the same time separating them further apart. In today's globalized world, a well-informed citizen increasingly needs necessary skills to successfully communicate and negotiate with members of other cultures and nations, whether at the transnational level in business, government, or simply personal. Thus, this class aims to demonstrate the significance of cross-cultural communication and negotiation

## **Course Objectives**

- To develop an understanding of the process of negotiation and different negotiation styles
- To understand basic parameters of different cultures and different types of perceptions
- To develop an applied understanding of how to communicate in diverse global environments
- To familiarize with recommended strategies on effective negotiation across cultures
- To learn about the basics of conflict analysis and resolution

## **Course Requirements**

This is a class designed for third or fourth year undergraduate students.

Class Participation	20%
Performance in Class Exercises*	15%
Group Reports on Class Exercises *	15%
Final: Take-home	50%

\*Each class we will have some class exercises –e.g. role playing games or short challenges, which involve hypothetical scenarios of conflicts and negotiations. Such exercises will help us to apply the theoretical knowledge derived from negotiation studies onto real-world practical cases.

## **Course Books**

The readings for this class will be sent online by the instructor.

## **Academic Integrity**

The very nature of higher education requires that students adhere to accepted standards of academic integrity. Violation of academic integrity may be defined to include the following: cheating, plagiarism, falsification and fabrication, abuse of academic materials, complicity in academic dishonesty, and personal misrepresentation.

It is the student's responsibility to be aware of the behaviors that constitute academic dishonesty. Violating the standards of academic integrity will result in getting an "F" from the course.

## **COURSE OUTLINE**

### **July 3: What Is Negotiation?**

Michelle Maiese, Negotiation, 1-8

Tanya Alfredson and Azeta Cungu, Negotiation Theory and Practice: A Review of the Literature, 1-38

#### **In-class exercise**

### **July 4: Cooperation and Competition, Conflict Styles and Outcomes**

Morton Deutsch, Cooperation and Competition, 1-19

Roy Lewicki, David Saunders and John W. Minton, Interdependence and Conflict, 8-24

#### **In-class exercise**

### **July 5: Biases and Emotions in Negotiations**

Delee Fromm, Emotion in Negotiation Part 1 and "Emotion in Negotiation Part II, 1-10, 1-14

Chia-Jung Tsay-Max H. Bazerman, A Decision-making Perspective to Negotiation: A Review of the Past and a Look into the Future. 1-18

#### **In-class exercise**

### **July 9: Positional bargaining and principled negotiation**

Fisher, Roger, Ury, William, Patton, Bruce, Getting to Yes: Negotiating Agreement Without Giving In, New York, Penguin, 1991, (1981). 6-48

<http://6thfloor.pp.fi/fgv/gettingtoyes.pdf>

#### **In-class exercise: Smith and Patel**

### **July 10: Trust and Ethics in Negotiations**

Deepak Malhotra, Risky Business: Trust in Negotiations, 1-5

Thompson, L. The mind and heart of the negotiation, Ch. 6

Jean-M. Hiltrop and Sheila Udall, Negotiation Toolbox, 119-126

#### **In-class exercise: Really Good Canned Corn Negotiations**

### **July 11-12: Negotiation, Conflict and Culture**

Smolinski, Fundamentals of International Negotiation, 1-17  
James W. Neuliep, Intercultural Communication, Chapter 2: The Cultural Context, 46-88  
Andrew Boughton, Cultural Impact on Negotiation,  
Jeswald W. Salacuse, Ten Ways that Culture Affects Negotiation Style: Some Survey  
Results, 1-20  
James K. Sebenius, Assess, Don't Assume, Part I: Etiquette and National Culture in  
Negotiation, 1-22  
James K. Sebenius, The Hidden Challenge of Cross-Border Negotiations, 1-10

### **In-class exercise: Journey to Sharahad**

#### **July 16-17: Cross Cultural Negotiation**

Andrew Boughton, Cultural Impact on Negotiation,  
[http://www.edgenegotiation.com/2009/12/cultural-impact-on-negotiation/?\\_hstc=107423837.8059f1ca924c6318fdf6eb611d666877.1377184121968.1377184121968.1378219629934.2&\\_hssc=107423837.1.1378219629934](http://www.edgenegotiation.com/2009/12/cultural-impact-on-negotiation/?_hstc=107423837.8059f1ca924c6318fdf6eb611d666877.1377184121968.1377184121968.1378219629934.2&_hssc=107423837.1.1378219629934)  
Chris Moore, Peter Woodrow, Mapping Cultures-Strategies for Effective Intercultural  
Negotiations, <http://www.mediate.com/articles/cdr1.cfm>  
Raymond Cohen, Negotiating Across Cultures, Chapter 8, 135-161

### **In-class exercise: Visit to Amberena**

#### **July 18: Conflict Resolution and Mediation**

Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, Contemporary Conflict Resolution,  
Chapter, 1-32

### **In-class exercise**

## **BIBLIOGRAPHY**

- Alfredson, Tanya, and Azeta Cungu. 2008. "Negotiation Theory and Practice: A Review of the Literature." *Esaypol on Line Resource Materials for Policymaking*.
- Boughton, Andrew. 2009a. "Cultural Impact on Negotiation."
- . 2009b. "Cultural Impact on Negotiation."
- Cohen, Raymond. 1991. "Negotiating across Cultures." *Communication Obstacles on International Diplomacy*.
- Deutsch, Morton. 2011. "Cooperation and Competition." In *Conflict, Interdependence, and Justice*, 23–40. Springer.
- Fisher, Roger, William L. Ury, and Bruce Patton. 2011. *Getting to Yes: Negotiating Agreement without Giving In*. Penguin.
- Fromm, Delee. 2007. "Emotion in Negotiation." *The Negotiator Magazine*.
- Hiltrop, Jean-Marie. 1995. *The Essence of Negotiation*. Pearson PTR.
- Maiese, Michelle. 2003. "What Is Negotiation?"
- Malhotra, Deepak. 2004. "Risky Business: Trust in Negotiations." *Negotiation, Feb*, 3–6.

- Moore, Christopher, and Peter Woodrow. 1999. "Mapping Cultures: Strategies for Effective Intercultural Negotiations." *Track Two: Constructive Approaches to Community and Political Conflict* 8 (1):0.
- Neuliep, James W. 2017. *Intercultural Communication: A Contextual Approach*. Sage Publications.
- Ramsbotham, Oliver, Hugh Miall, and Tom Woodhouse. 2011. *Contemporary Conflict Resolution*. Polity.
- Salacuse, Jeswald W. 1998. "Ten Ways That Culture Affects Negotiating Style: Some Survey Results." *Negotiation Journal* 14 (3):221–240.
- Sebenius, James K. 2002. "The Hidden Challenge of Cross-Border Negotiations." *Harvard Business Review* 80 (3):76–85.
- . 2009. "Assess, Don't Assume, Part I: Etiquette and National Culture in Negotiation." *Harvard Business School*, 1–20.
- Smolinski, Remigiusz. 2006. "Fundamentals of International Negotiation." *Negocjacje: Wsrod Jawnych Zagrozen i Ukrytych Mozliwosci. Poznan, Rebis*, 175–189.
- Thompson, Leigh. 2000. *Mind and Heart of the Negotiator, The*. Prentice Hall Press.
- Tsay, Chia-Jung, and Max H. Bazerman. 2009. "A Decision-Making Perspective to Negotiation: A Review of the Past and a Look to the Future." *Negotiation Journal* 25 (4):467–480.