Course description:

Beyond the basics of negotiation lie areas of greater complexity. One such area is the realm of culture. The role of culture can be considered from several perspectives: Cross-cultural (attempting, from one cultural perspective, to understand or describe another); intercultural (the interplay of cultures); and transcultural (aspects of negotiation that are common to all cultures or, in intercultural situations, transcend them).

Culture can be thought of in terms of both the relatively simple, though not unimportant, aspect of etiquette and behavior, and the more complex and profound aspect of consciousness and worldview. In the first half of the course, we will consider:

- The challenges of doing cultural analysis;
- A framework of cultural variables that comprise or underlie negotiation styles;
- Empirical studies about the differences that culture appears to make in the negotiation process;
- Cultural challenges in management; and
- The implications of these insights for reflective practitioners.

The second focus of the course is on the theory and practice of inter-group conflict resolution, which often has an important intercultural component, and the role of NGOs in that work. NGOs often can play an important role in peacemaking processes, though there can be tensions between NGOs and countries that are trying to resolve the conflict at the official diplomatic level. This section of the course will include a consideration of the many challenges of using inter-group processes to reduce tension and the possibility that well-intentioned western intervenors may inadvertently bring counterproductive cultural assumptions to such interventions.

The final two sessions will be devoted to playing a simulation involving an interethnic cross-border conflict.

Course requirements:

Class participation - 25%

Please be advised that you may be called on in class to summarize briefly the key points of any of the readings in the syllabus and to answer questions about them.

Writing assignment - 75%

Maximum four-to-six pages (not counting any cover page, footnotes page and/or bibliography), double-spaced, using Times New Roman 10-point font and 1” margins. Hardcopy due in class on May 13. See “Writing Assignment” on Blackboard for details. My evaluation of the paper will be primarily based on your ability to demonstrate that you have studied the course readings and reflected on the class discussions and can apply their lessons. You should therefore cite course readings and class discussions whenever possible – you can put footnotes at the bottom of the page or in parentheses in the text (author, title if there is more than one title by the author in the readings, page number). Though content is paramount, grammar, punctuation, spelling, clarity and professional presentation all matter.

Course materials: Posted on Blackboard, under Course Documents
Session 1 - Wednesday, March 11: (6:45 – 8:25 pm)
Approaches to Understanding Cross-Cultural Negotiation, part one

WHO ARE YOU, CULTURALLY?
BRING: POWERPOINT #1

The problem of culture in negotiation and conflict resolution


Cohen, “Conflict Resolution across Cultures: Bridging the Gap,” pp. 120-125, in ibid.


Session 2 - Wednesday, April 1: (6:45 – 8:25 pm)
Approaches to Understanding Cross-Cultural Negotiation, part two

BRING POWERPOINT #2 and BRETT FILE
ANNOTATED GRAHAM AND SALACUSE

Managing in multi-cultural environments


Cultural variables and negotiation - general

Harris & Moran, op. cit., pp. 61-62


CROSS-CULTURAL NEGOTIATION, INTER-GROUP CONFLICT RESOLUTION, AND THE ROLE OF NGO'S
P11.4205/U10.2305 - Spring 2009

Session 3 - Wednesday, April 15: (6:45 – 8:25 pm)
Intercultural Negotiation (continued)

BRING POWERPOINT #2; BRETT FILE
IS PROBLEM SOLVING TRANSCULTURAL?

Cultural variables and negotiation – Arabic culture


Salem, “A Critique of Western Conflict Resolution from a Non-Western Perspective,” Negotiation Journal, October 1993


Developing intercultural effectiveness

Harris & Moran, op. cit., pp. 104-105


Session 4 - Wednesday, April 22: (6:45 – 8:25 pm)
Inter-ethnic Conflict Resolution, part one

The role of NGOs in inter-group peacemaking


CROSS-CULTURAL NEGOTIATION, INTER-GROUP CONFLICT RESOLUTION, AND THE ROLE OF NGO'S
P11.4205/U10.2305 - Spring 2009

Session 5 - Wednesday, April 29:  (6:45 – 8:25 pm)
Inter-ethnic Conflict Resolution (continued)

*Inter-group conflict resolution – theory and practice*

Montville, “The healing function in political conflict resolution,” Chapter 8, in Sandole and van der Merwe, eds., *op. cit.*; 1993


Session 6 - Wednesday, May 6:  (6:45 – 8:25 pm)
Inter-group negotiation exercise

**BRING BAMARA HANDOUTS**

**Assignment:** Prepare as teams for the Bamara Border Dispute simulation

Session 7 - Wednesday, May 13:  (6:45 – 8:25 pm)
Inter-group negotiation exercise (continued)

**Assignment:** Prepare as needed for the continuation of the Bamara Border Dispute simulation

**Course writing assignment (see Blackboard) – due in class (see p. 1 of syllabus for instructions).**