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 session will be devoted primarily to playing and discussing 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. Submit electronically by May 7. 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) supplemented by a bibliography. Though content is paramount, grammar, punctuation, spelling, clarity and professional presentation all matter.

Course materials:
Purchase at the Professional Bookstore: Brett, Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries

Articles are posted on Blackboard, under Course Documents
Session 1 - Friday, March 5: (9:00 am – 1:15 pm)
Approaches to Understanding Cross-Cultural Negotiation, part one

The problem of culture in negotiation and conflict resolution


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


Managing in multi-cultural environments


Cultural variables and negotiation - general

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

Bohnet & Bowles, “Introduction” to “Special Section: Gender in Negotiation,” Negotiation Journal, October 2008 (At our first class, I will assign each student one of the articles in this Special Section to report on at session #2)


Session 2 - Friday, March 26: (9:00 am – 1:15 pm)
Approaches to Understanding Cross-Cultural Negotiation, part two
Inter-ethnic Conflict Resolution, part one

Cultural variables and negotiation – general (continued)


One article selected from the “Special Section: Gender in Negotiation,” Negotiation Journal, October 2008

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


The role of NGOs in inter-group peacemaking


Session 3 - Friday, April 16: (9:00 am – 1:15 pm)
Inter-ethnic Conflict Resolution, part two

Assignment: Prepare as teams for the Bamara Border Dispute simulation

**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


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