#### NYU Wagner logo

# **PADM-GP 4105 Cross-Cultural Conflict Management: Negotiations & Multi-Cultural Teams**

# **Spring 2021**

## Instructor Information

* Professor Tuvana Rua
* Email: tr73@nyu.edu
* Office Hours: By appointment.

## Course Information

1. Class Meeting Times: Saturdays 2:30 – 4:10 pm
2. Class Location: Zoom meetings

## Course Prerequisites

## PADM-GP 4101

## Course Description

Beyond the basics of conflict management and negotiation lie areas of greater complexity. One such area is the realm of culture. Though culture includes etiquette and behavior, at a deeper level it is about deeply ingrained attitudes and assumptions. Culture impacts how people regard and approach situations – it affects what someone considers to be “conflict” and how it should be handled, and if affects how people think about and engage in negotiation. And, of great importance to people contemplating a career in multi-cultural organizations, it affects how people relate to organizational superiors and subordinates and how they behave in teams. This course will explore these differences and consider the various models scholars have been developing to help us cope with cultural challenges.

The course will utilize multiple simulations throughout the course as well as two case studies, which will have the students think through how to deal with challenging inter-cultural situations. In addition to planning documents for each of the simulations to aid in carrying out the negotiations and a post-negotiation journal to briefly reflect on each of the negotiation exercises, there will be one group presentation and one individual reflection paper due at the completion of the course.

## Course and Learning Objectives

At the end of this course, students will:

1. Understand the challenges associated with conducting cultural analysis;
2. Understand their own cultural values, norms and biases
3. Understand basic differences in how various cultures deal with individuals’ “core concerns”;
4. Become familiar with ways in which cultural variables affect people in their negotiation and conflict management styles;
5. Study the best practices for becoming an effective inter-cultural negotiator;
6. Gain an understanding of cultural variations regarding strategies used in mediation and the mediator’s role and power.

### Learning Assessment Table

| **Graded Assignments** | **Course Objective Covered** |
| --- | --- |
| Goal statements | #2 |
| Class participation and professionalism | All |
| Post negotiation analyses | All |
| Team Presentation | #6 |

## Course Components

### Goal Statements

* **Pre-goal statement:** In light of the discussions that will take place in the first class, a 1-2 page preliminary statement of goals for yourself is due on the second day of classes, discussing the goals you will set for yourself in this class. In this assignment, you are to discuss your negotiation strengths and weaknesses that you are aware of and the goals you want to accomplish this semester. This assignment will be graded based on completion only.
* **Post-goal statement:** A 1-2 page statement of goals for continued improvement of your negotiation skills will be due the last day of classes. You need to review your class notes and your initial goal statement before writing this paper. What percentage of the goals you set have you accomplished? What should you continue to work on? This assignment will be graded based on completion only.

### Simulations

The best way to learn negotiation skills is by engaging in negotiation. This is the reason why this class uses simulations as the core of its content. In each class, we will be using a different simulation where culture will take center stage and students will negotiate/mediate/manage conflict taking on strategies utilized in different cultures in different contexts. Almost all exercises require preparation in advance outside of class as a team, either by phone, e-mail, Zoom or video conference tools.

### Debriefs

Each simulation will be followed by a debrief where students will reflect on their experiences within that negotiation/mediation exercise considering the culture that is being studied that week and in light of the theories that are being covered. Everyone is expected to participate in the debriefings.

### Post-negotiation reflection: Video and Write-up

* **Post negotiation video analysis (Due after each exercise is completed and by the following class time: (2 x 10 = 20% > 7.5% for original comments & 2.5% for response comments for each video analysis):** To make full use of the negotiation experience you have in class, you are asked to conduct a post negotiation analysis for two of the negotiations (Alpha-Beta; Paradise Project) you will have throughout the semester. The goal here is to further reflect on what happened in the negotiation. These reflections are going to be conducted using VoiceThread. You will be recording each of your negotiations on Zoom during class in your breakout rooms. After the in-class debrief for the exercises and before the next class, you will watch the recording of your negotiations and comment throughout as your reflection on the negotiation. Your comments should focus on your, your team members and the other party(ies)’ effective and ineffective negotiation behaviors throughout the negotiation based on the readings and the debrief associated with the exercise you completed that week. The reflection in essence will be a conversation between the parties in the negotiation as all parties will be leaving their comments on the same VoiceThread (VoiceThread instructions will be provided on NYUClasses). You are also required to listen to your team members’ and the other sides’ comments and respond to them as part of this assignment. The analysis will be graded based on the following criteria:
  + Depth and quality of analysis – identification of key events, behaviors communications styles, strategies unique to each culture, focused analysis
  + Intellectual understanding – accurate use of concepts, methods, and theories from the debrief
* **Post negotiation reflection papers (2 x 10 = 20%):** To make full use of the negotiation experience you have in class, you are asked to conduct a post negotiation analysis for two negotiations (International Lodging Partners, Bamara Border Dispute) you will have during the semester. The goal here is to further reflect on what happened in the negotiation and how you can better control the process and outcome in future negotiations. Your reflection should answer at least the following questions:

1) Who controlled the negotiation and how did they do it?

2) What were the critical factors that affected the negotiation situation and outcomes and what can you say about these factors in general?

3) How did emotions influence your negotiation?

4) How did this experience compare to others that you have had in similar or comparable circumstances?

5) What did you learn about yourself from this experience?

6) What did you learn about the behavior of others?

7) What did you learn about bargaining and conflict from this situation?

8) What would you do the same or differently in the future, or how would you like to behave in order to perform more effectively?

As you are completing your analysis, make sure to refer to the key learnings from the debrief and your readings for each week as that will be an important part of the grade. You can complete a fourth reflection if you choose, and I will drop the lowest graded reflection in that case.

### Team Presentations

After learning about the dynamics of mediation and influence of culture on the mediation process and conflict management, students in teams of five will be assigned conflict scenarios in different cultures. Each team will create and deliver mini lectures around these scenarios together with recommendations considering the cultural values and norms that will have to be taken into account.

## Final Grades

| **Graded Assignments** | **Course Objective Covered** |
| --- | --- |
| Goal statements | 10% |
| Class participation and professionalism | 20% |
| Post negotiation reflections | 40% |
| Team Presentation | 30% |
| TOTAL | 100 |

## Course Materials

**Purchase at the Professional Bookstore:**

* IdecisionGames course pack
* Brett, J. M. (2014). *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*.   (NOTE: You must have the 3d edition.)

**Available on NYU Classes:**

Additional readings will be distributed via NYU Classes.

### Session 1: The Role of Culture in Negotiation and Conflict Management

#### **In-class:**

Review of Syllabus and 5 Tricks

### Session 2: Culture and Negotiation – Addressing Core Concerns

#### **Assignments:**

* Submit pre-goal statement
* Prepare for “Alpha Beta”

#### **Readings:**

**Readings for Everyone before Class:**

* Brett (2014): Chapter 1
* Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online readings in psychology and culture*, *2*(1), 8.
* Holtgraves, T. (1997). Styles of language use: Individual and cultural variability in conversational indirectness. *Journal of Personality and Social Psychology*, *73*(3), 624.

**Readings for Everyone after Class:**

* Brett, J., & Okumura, T. (1998). Inter and Intracultural Negotiation: U.S. and Japanese Negotiators. *The Academy of Management Journal,* *41*(5), 495-510.
* Adair, W. L., Weingart, L., & Brett, J. (2007). The timing and function of offers in US and Japanese negotiations. *Journal of Applied Psychology*, *92*(4), 1056

#### **In class:**

Negotiate and Debrief Alpha Beta

### Session 3: Culture and Team Negotiations

#### **Assignments:**

* Submit post-negotiation analysis for Alpha Beta
* Prepare for International Lodging Partners

#### **Readings:**

**Reading for everyone before class:**

**Readings for Brazilian Teams before Class:**

* Culture specific reading materials will be distributed via NYU Classes **(US teams will complete these readings after class)**

#### **In class:**

Negotiate and Debrief International Lodging Partners

### Session 4: Resolving disputes

#### **Assignments:**

* Submit reflection for International Lodging Partners
* Prepare for Paradise Project

#### **Readings:**

**Readings for Everyone before class:**

* Brett, J.M. (2014): Chapters 2 and 3.
* Elahee, M., & Brooks, C. M. (2004). Trust and negotiation tactics: perceptions about business-to-business negotiations in Mexico. *Journal of Business & Industrial Marketing*, *19*(6), 397-404.
* Félix-Brasdefer, J. C. (2006). Linguistic politeness in Mexico: Refusal strategies among male speakers of Mexican Spanish. *Journal of Pragmatics*, *38*(12), 2158-2187.

#### **In class:**

Negotiate and Debrief Paradise Project

### Session 5: Public Policy, Governments and Cross-cultural Negotiations

#### **Assignments:**

* Submit reflection for Paradise Project
* Prepare for Bamara Border Dispute

#### **Readings:**

**Readings for Everyone before class:**

* Cohen, R., (2001). "Resolving Conflict Across Languages," *Negotiation Journal*, 17-34.
* Feghali, E. (1997). Arab cultural communication patterns. *International Journal of Intercultural Relations*, *21*(3), 345-378.
* Salacuse, J.(1998). "Ten Ways Culture Affects Negotiation Style", Negotiation Journal, 221-240.

**Readings for the Egyptian Team before Class:**

* Culture specific reading materials will be distributed via NYU Classes **(Libyan teams will complete these readings after class)**

**Readings for the Libyan Team before Class:**

* Culture specific reading materials will be distributed via NYU Classes **(Egyptian teams will complete these readings after class)**

#### **In class:**

Negotiate and Debrief Bamara Border Dispute

### Session 6: Ethics across cultures

#### **Assignments:**

* Submit reflection for Bamara Border Dispute
* Prepare for Kirat Housing Development Society in accordance with the provided questions on NYU Classes
* Submit your answers to NYU Classes

**Readings for Everyone before class:**

* Banerjee, S. (2008). Dimensions of Indian culture, core cultural values and marketing implications. *Cross Cultural Management: An International Journal*.
* Kumar, R. (2004). Brahmanical idealism, anarchical individualism, and the dynamics of Indian negotiating behavior. *International Journal of Cross Cultural Management*, *4*(1), 39-58.

**Readings for Everyone after class:**

* Brett, J.M. (2014): Chapter 7.
* Elahee, M. N., Kirby, S. L., & Nasif, E. (2002). National culture, trust, and perceptions about ethical behavior in intra‐and cross‐cultural negotiations: An analysis of NAFTA countries. *Thunderbird International Business Review*, *44*(6), 799-818.
* Kohls, J., & Buller, P. (1994). Resolving cross-cultural ethical conflict: Exploring alternative strategies. *Journal of Business Ethics*, *13*(1), 31-38.
* Volkema, R. J. (2004). Demographic, cultural, and economic predictors of perceived ethicality of negotiation behavior: A nine-country analysis. *Journal of Business Research*, *57*(1), 69-78.

### Session 7: Resolving conflict and conflict management

#### **Assignments:**

* Teams of four or five will conduct research in regard to values, norms, strategies in regard to the cultures in their assigned scenarios from Culture and Community mediation and prepare a 10 minute mini lecture to educate their classmates in the light of their findings and guide a 10 minute discussion in regard to their conflict at hand, which they will finalize with their recommendation.

#### **In class:**

Teams present their mini lectures and mediate the class discussion for their assigned scenarios from Culture and Community mediation

**Readings for Everyone after class:**

* Brett (2014): Chapter 4, Chapter 6

## 

## NYU Classes

All announcements, resources, and assignments will be delivered through the NYU Classes site. I may modify assignments, due dates, and other aspects of the course as we go through the term with advance notice provided as soon as possible through the course website.

## Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner’s Academic Code](https://wagner.nyu.edu/portal/students/policies/code). All Wagner students have already read and signed the [Wagner Academic Oath](https://wagner.nyu.edu/portal/students/policies/academic-oath). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

## Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities (CSD) website](https://www.nyu.edu/students/communities-and-groups/students-with-disabilities.html) and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or [mosescsd@nyu.edu](mailto:mosescsd@nyu.edu)) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

## NYU’s Calendar Policy on Religious Holidays

[NYU’s Calendar Policy on Religious Holidays](https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

## Class Policies

* I will respond to all email communications within 24 hours during the week days and within 48 hours during the weekends. In the unlikely event that you do not hear from me during these time frames, it is possible that I did not see your email, so please e-mail me again. Please make sure to include your name and course number in the subject title of all your emails.
* You can use laptops and other technology in class for the purposes of note taking during the debriefs or for referring to your planning documents during the simulations. However, unless you are utilizing these devices for the aforementioned purposes, please put them away so that you can immerse yourself in the experience and the information exchange that is taking place in class.
* Attendance is mandatory for every class for the following reasons:
  + Your classmates depend on your presence as each class is structured around simulations. You missing a class have a direct impact on the people that are relying on your presence to be able to engage in the experiential piece of the course.
  + Each class we will be studying a new culture. Any missed class will mean you will miss the material covered for a new culture.
* Tardiness will not be tolerated and you will be counted absent after 5 minutes past class start time unless you email the instructor with a legitimate reason prior to class time due to the following reasons:
  + Your peers depend on your presence to engage in the simulations. Your tardiness will impact their learning experience as well since they will not be able to start the exercise without you being there.
  + We have only 100 minutes for each class. If a team starts the exercise late and finishes later than the scheduled time due to a member’s tardiness, the time dedicated to the debrief gets shortened, which impacts everyone’s learning experience.
* Late assignments will not be accepted for the following reason:
  + Reflecting on your experiences after each simulation can be best done when the experience is fresh in your mind, therefore it is essential that you complete this exercise before you forget important lessons you learned and before other information overrides what you have previously learned.
* Life happens! If something happens that can potentially impact your performance in class, please let me know before you start missing deadlines. I would be better equipped to help you if you inform me about potential problems in a timely manner. However, if you wait until assignments are already missed, I would be more limited in terms of the options that I can provide to you.
* This course will follow NYU’s [incomplete policy](https://wagner.nyu.edu/portal/students/policies/incompletes).
* This course will follow NYU’s [course withdrawal policy](https://wagner.nyu.edu/portal/students/academics/registration/add-or-drop).