

AY17 ACSC Term C Elective Course Syllabus

Inter-Cultural Negotiation Perspectives in Diverse Environments

Instructors: Dr Stefan Eisen Jr., Mr Hank Finn, Mr Paul Firman, and Mr David O'Meara

Description and Themes: Want to be a more effective leader in today's diverse AF operating in highly diverse environments? Diversity = multiple perspectives; which means conflict exists. That's not bad – it's just a fact. This course develops the skills needed to negotiate with parties who have cultural and/or organizational differences in how they negotiate. Emphasis is on inter-group and inter-cultural factors and their impact on the negotiating strategies. Topics include how different groups/cultures view/use the concepts, processes and intended results of a negotiation.

Course Objective: This course is a comparative models course and examines features of Western negotiations approaches and non-Western frameworks. Specifically, through a study of representative cultures, leaders will be able to evaluate unfamiliar cultures and synthesize how that culture might approach negotiations and manage conflict. Secondly, attention will be paid to negotiations within diverse AF organizations, especially cross-generational.

Desired Learning Outcomes (DLO):

1. Assess the nature of negotiations and interpersonal conflict as it is shaped and influenced by specific cultural contexts.
2. Tailor presented frameworks use as self-analysis tools when assessing negotiations within a specific cultural context.
3. Assess the variances between how representative cultures approach conflict management and the negotiations process.
4. From the models presented and given a situation, propose a potential approach to cross-cultural conflict management and negotiations.

AF ICL: F1, F2, H2

JPMELA I: 6b, 6c, 6d, 6e, 6f

1. Course Deliverable #1: Course Paper / Case Study / Book Analysis (Student choice); 35% -- oral product due Lesson 10 and 7-9 page written product due Lesson 10
2. Seminar application of course concepts in the negotiations / mediation exercises – 20%
3. Course Deliverable #2: Scenario Exercise; 45% -- due COB Lesson 10

Texts:

1. Blaker, Michael, Paul Giarra, and Ezra F. Vogel. *Case Studies in Japanese Negotiation Behavior*. United States Institute of Peace, Washington D.C., 2002.
 - a. ISBN-10: 1929223102
 - b. ISBN-13: 978-1929223107
2. Cogan, Charles, *French Negotiating Behavior*. United States Institute of Peace, Washington D.C., 2003.
 - a. ISBN-10: 1929223528
 - b. ISBN-13: 978-1929223527

3. Cohen, Raymond, *Negotiating Across Cultures*. United States Institute of Peace, Washington D.C., 1997.
 - a. ISBN-10: 1878379720
 - b. ISBN-13: 978-1878379726
4. Eisen, Stefan Jr. *Practical Guide to Negotiating in the Military (2nd Edition)*
5. Herrera, Disraeli Gomez, Lt Col, Mexico. *Mexican Services Style of Negotiation. An Approach?* AWC AY11 PSP (separate issue: with permission of the author)
6. Moore, Christopher W. and Peter J. Woodrow. *Handbook of Global and Multinational Negotiation*. Jossey--Bass, San Francisco, 2010.
 - a. ISBN-10: 0470440953
 - b. ISBN-13: 978-0470440957
7. Smyser, W. R., *How Germans Negotiate*. United States Institute of Peace, Washington D.C., 2005.
 - a. ISBN-10: 1929223404
 - b. ISBN-13: 978-1929223404
8. Solomon, Richard. *Chinese Negotiating Behavior: Pursuing Interests Through "Old Friends."* United States Institute of Peace, Washington D.C., 2005.
 - a. ISBN-10: 1878379860
 - b. ISBN-13: 978-1878379863
9. Solomon, Richard and Nigel Quinney. *American Negotiating Behavior*. United States Institute of Peace, Washington D.C., 2010.
 - a. ISBN-10: 160127047X
 - b. ISBN-13: 978-1601270474
10. Twenge, Jean M. *Generation Me*. Simon and Schuster, New York, 2014.
 - a. ISBN-13: 978-0743276979
 - b. ISBN-10: 0743276973

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Lesson 01: TIPO / NPSC – Some Essential Negotiations Models

The reading is the development of models to assess (TIPO) and then select (NPSC) possible negotiating strategies for the military context. The NPSC is essentially culture neutral, and serves as a lead in to the cultural contrasts presented in the remainder of the course.

Readings:

1. Eisen, Stefan Jr. *Practical Guide to Negotiating in the Military (2nd Edition)*. (separate handout – 52 pages)
2. Eisen, Stefan Jr. *The Negotiation Worksheet* (separate handout – 14 pages)

Lesson 02: Application of the concepts

In this lesson, two application exercises will reinforce and illustrate the concepts brought out in the first seminar.

1. Eisen, Stefan Jr. *The Negotiation Worksheet* (separate handout – 14 pages)

2. Air Force Negotiation Center. *Alaburnam Exercise*. (separate handout – 2 pages)
3. Air Force Negotiation Center. *Pentagon Peer-plexer Exercise*. (separate handout – 5 pages)

Lesson 03: Western and Non-Western Culture – a survey and frameworks

This lesson looks at the concept of negotiations through different lenses, how we negotiate in the West with each other, how we negotiate with those outside “the West” and how those outside “the West” perceive their negotiations with the US. A ”Wheel of Culture” (WOC) analysis / assessment framework is introduced.

Readings:

1. Cohen, Raymond. *Negotiating Across Cultures*. Chap 3: Intercultural Dissonance: A Theoretical Framework (pp 25 - 43); Chap 4: What is Negotiable? (pp 45 - 66); Chap 5: Setting out the Pieces: Pre-negotiation (pp 67 - 82); Chap 12: In Search of Harmony: Conclusions (215 - 226).
2. Moore, Christopher W. and Peter J. Woodrow. “Wheel of Culture”. *Handbook of Global and Multinational Negotiation*. (pp 21-60).

Group Readings:

- Group 1—Cohen, Raymond. *Negotiating Across Cultures*. Chap 6: Let the Contest Commence: Opening Moves (pp 83 - 106); Chap 10: Face and Form: End Game II (pp 183 - 197).
- Group 2 -- Cohen, Raymond. *Negotiating Across Cultures*. Chap 8: Sounds, Signals, Silence: Middle Game II (pp 135 - 161); Chap 9: Under Pressure: End Game I (pp 163 - 182).
- Group 3 -- Cohen, Raymond. *Negotiating Across Cultures*. Chap 7: On Tactics and Players: Middle Game I (pp 107 - 134); Chap 11 When is a Deal a Deal? (pp 199 - 213).

Lesson 04: WOC in lower context Europe: Germany and France

Germany, the land of Kantian logic and precision – with France, the land of Cartesian logic and panache! This seminar will have you present and debate on “logic and precision” as it contrasts with “liberty, fraternity, equality”. Seminar readings are split and you’ll have the chance to develop and then present to the other half of the seminar your WOC analysis. The seminar will then debate how the different cultural influences on the US, Germany and France might influence their approach to negotiations.

Readings:

Group One Readings will be assigned by faculty to the seminar section addressing Germany.

1. Smyser, W.R. *How Germans Negotiate*. Chap 1: The Foundation: Geography, History, Philosophy, and Economics (pp 11 - 56)
2. Smyser, W.R. *How Germans Negotiate*. Chap 2: The Principle Elements of a Negotiating with Germans (page 57 to the bottom of page 60; page 67 (begin at mid-page with the three block “marker”). to the bottom of page 92; page 96 (begin at mid- page with the three block “marker”). to the bottom of page 97)
3. Smyser, W.R. *How Germans Negotiate*. Chap 3: The German Negotiator: Personality and Tactics
 - a. Page 106 (begin at top of page with paragraph “German diplomats say that...”) to page 109 (half-way down, paragraph ending with “...not give up on his own relations with Moscow.”)

- b. Page 112 (begin with “The Use of Time”) to page 117 (up to “Entertainment”)
- c. Page 119 (begin with “Language”) to page 132
- 4. Smyser, W.R. *How Germans Negotiate*. Chap 6: The Future of German Negotiating Behavior (pp 185 - 193)
- 5. Smyser, W.R. *How Germans Negotiate*. Chap 7: How to Negotiate with Germans (pp 197 - 213).

Group Two Readings will be assigned by faculty to the seminar section addressing France.

- 1. Cogan, Charles. *French Negotiating Behavior*. Chap 1-3 (pp 3 - 105)
- 2. Cogan, Charles. *French Negotiating Behavior*. Chap 4: The Process: (pp 107 - 115(up to “Negotiations within the European Union”); page 120 (begin with “Stage 2: Opening Moves”) to page 160)
- 3. Cogan, Charles. *French Negotiating Behavior*. Chap 6: Negotiating with the French (pp 237 - 255)
- 4. Cogan, Charles. *French Negotiating Behavior*. Chap 7: Looking Ahead (pp 257 - 271)

Lesson 05: Negotiations in the Pacific Rim

Japan and China are not combined because they are so similar, they are combined to see what might happen if we “overgeneralize” a region (i.e. treat Pacific Rim as one block of similarly behaving peoples). Seminar readings are split and you’ll have the chance to develop and then present to the other half of the seminar your WOC analysis. The seminar will then debate how the different cultural influences on the US, Germany and France might influence their approach to negotiations.

Readings:

Group One Readings will be assigned by faculty to the seminar section addressing China.

- 1. Solomon, Richard. *Chinese Negotiating Behavior: Pursuing Interests Through "Old Friends."* Chaps 2-4 (pp 25-170)

Group Two Readings will be assigned by faculty to the seminar section addressing Japan.

- 1. Blaker, Michael, Paul Giarra, and Ezra F. Vogel. *Case Studies in Japanese Negotiation Behavior*. Introduction (page 3 to the middle of page 15 (up to “Caveats and Cases”))
- 2. Blaker, Michael, Paul Giarra, and Ezra F. Vogel. *Case Studies in Japanese Negotiation Behavior*. Conclusions (pp 147-156)
- 3. Blaker, Michael, Paul Giarra, and Ezra F. Vogel. *Case Studies in Japanese Negotiation Behavior*. The FSX Aircraft Negotiations, 1985-1989 (pp 69 - 92)
- 4. Solomon, Richard and Nigel Quinney. *American Negotiating Behavior*. Chap 8 (pp 201-210)

Lesson 06: Deployed Cross-Cultural Negotiations Exercise: CKAF Exercise

This simulation, based on actual negotiations with a host nation (Country K) develops the ability to assess the context and apply cross-cultural negotiating skills

Readings:

- 1. Omeara, David. *CKAF Exercise general instructions*. NCE developed simulation. 2011 (handout – 9 pages)
- 2. Omeara, David. *CKAF Team Information*. NCE developed simulation. 2011 (handout: 3 pages)

3. Omeara, David. *US Embassy Representative Information*. NCE developed simulation. 2011 (handout: 3 pages)
4. Omeara, David. *NGO Information*. NCE developed simulation. 2011 (handout: 2 pages)
5. Omeara, David. *US ADVON Team Information*. NCE developed simulation. 2011 (handout: 2 pages)
6. Eisen, Stefan Jr. *The NCE Negotiations Worksheet*. (handout: 14 pages)

Lesson 07: At the Tactical Level: Negotiating within diverse organizations

Today's AF units reflect a very diverse set of Airmen. This translates into multiple perspectives on life as well as multiple perspectives on how to solve life's (and the Air Force's) problems. This session will introduce some cross-generational concepts and how leaders can apply negotiating tactics, techniques and procedures to help build problem-solving bridges across the unit.

Readings:

1. Boatright, Steven, Col, USAF. *The Millennial Generation And The Military*. AWC Professional Studies Paper (2016). With permission from the author. Pp 1-28.
2. Twenge, Jean M. *Generation Me*. Pp57-106.

Lesson 08: European Cross-Cultural Negotiations: KILLABOT Exercise

This simulation further develops the ability to assess the context and apply cross-cultural negotiating skills, this time in a European staff situation (fictitious).

Readings:

1. Eisen, Stefan Jr. *KILLABOT General Instructions*. NCE developed simulation. 2011. (handout – 7 pages)
2. Eisen, Stefan Jr. *KILLABOT Country ABC Instructions*. NCE developed simulation. 2011. (handout – 2 pages)
3. Eisen, Stefan Jr. *KILLABOT Country DEF Instructions*. NCE developed simulation. 2011. (handout – 2 pages)
4. Eisen, Stefan Jr. *KILLABOT Country GHI Instructions*. NCE developed simulation. 2011. (handout – 2 pages)
5. Eisen, Stefan Jr. *The NCE Negotiations Worksheet* (handout: 14 pages)

Lesson 09: YBRBrown Multiparty Negotiation Exercise

Based on an actual incident, this simulation further develops the ability to assess the context and apply cross-cultural negotiating skills while introducing the complexity of a multi-party negotiation.

Readings:

1. SAF/GCD and AF NCE. *YBRBrown Multiparty Negotiations Exercise*. (handout: 18 pages)
2. SAF/GCD and AF NCE. *YBRBrown "Yellow" confidential instructions* (handout: 3 pages)
3. SAF/GCD and AF NCE. *YBRBrown "Blue" confidential instructions* (handout: 3 pages)
4. SAF/GCD and AF NCE. *YBRBrown "Red" confidential instructions* (handout: 3 pages)
5. SAF/GCD and AF NCE. *YBRBrown "Bravo" confidential instructions* (handout: 1 page)
6. Eisen, Stefan Jr. *The NCE Negotiations Worksheet* (handout: 14 pages).

Lesson 10: DELs #1 and #2. In-Class presentation of the Book Analysis (Course Paper / Case Study / Book Analysis due) and Scenario Project due.

Prepare and deliver (max 10 minutes for presentation and 5 minutes for cross-examination) your assessment of your chosen book or a synopsis of your research / case study.

The scenario project is a take home open-book and open-notes paper where a scenario is presented and students use the course materials to provide advice on the way ahead for the upcoming negotiations.

Readings: None