

## Term 2 Elective Course Syllabus

### Term 2 (AWC: EL 6239): Cross-Cultural Perspectives in Negotiations

Instructor: Dr Stefan Eisen Jr.

**Description:** This course develops the understanding and skills needed to better negotiate with parties having cultural and / or organizational differences in their approach to negotiations and / or conflict management. Emphasis is placed on cross-cultural factors and their impact on the negotiating styles and strategies of the involved parties. Topics in the course include how different cultures view and 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, senior leaders will be able to evaluate unfamiliar cultures and synthesize how that culture might approach negotiations and manage conflict. As a result of this course, senior leaders will then be able to take presented models into novel situations and assess, select, and plan an appropriate initial negotiating strategy.

#### 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 the presented frameworks 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(II): 6a, 6b, 6c**

**SAE: None**

**Nuclear DLOs: None**

#### Deliverables and Evaluation:

1. Contribution--20%
2. Course Paper / Case Study / Book Analysis (Student choice) (4-7 pages), 35%, due IP10
3. Scenario Project--45%

Expanded information on Book Analysis / Course Paper / Case Study. You have the choice of one of three options. See descriptions below to help guide your decision.

Option #1. Book Analysis: A 4-7 page book analysis on one of the following titles (or suggesting one of your own). The book must be approved by course faculty.

1. Bazerman, Max H., and Margaret Ann. Neale. *Negotiating Rationally*. New York: Free, 1993.

2. Crocker, C.A. et al. (Eds.), *Herding Cats, Multiparty Mediation in a Complex World*. Washington, DC: United States Institute of Peace Press, 2001
3. Camp, Jim. *No: the Only Negotiating System You Need for Work and Home*. New York: Crown Business, 2007.
4. Cialdini, Robert B. *Influence: Science and Practice*. Harlow: Pearson Education, 2008.
5. Corvette, Barbara A. Budjac. *Conflict Management: a Practical Guide to Developing Negotiation Strategies*. Upper Saddle River, NJ: Pearson Prentice Hall, 2007.
6. Cohen, Herb. *You Can Negotiate Anything*. Secaucus, N.J.: L. Stuart, 1980.
7. Fisher, Roger, and Daniel Shapiro. *Beyond Reason: Using Emotions as You Negotiate*. New York: Viking, 2005.
8. Goodwin, Deborah. *The Military and Negotiation: the Role of the Soldier-diplomat*. London: Frank Cass, 2005.
9. Howard, Nigel. *Confrontation Analysis: How to Win Operations Other than War*. Vienna, VA: Evidence Based Research, 1999.
10. Johnston, Peter D. *Negotiating with Giants: Get What You Want against the Odds*. Victoria, BC: Negotiation, 2008.
11. Kidder, Rushworth M. *How Good People Make Tough Choices*. New York: Morrow, 1995.
12. LaBrosse, Michelle A., and Linda Lansky. *Cheetah Negotiations: How to Get What You Want, Fast*. Carson City, NV: MAKLAF, 2005.
13. Salacuse, Jeswald W. *Making Global Deals: Negotiating in the International Marketplace*. Boston: Houghton Mifflin, 1991.
14. Snyder, Scott. *Negotiating on the Edge: North Korean Negotiating Behavior*. Washington, D.C.: United States Institute of Peace, 1999.
15. Starkey, Brigid, Mark A. Boyer, and Jonathan Wilkenfeld. *Negotiating a Complex World: an Introduction to International Negotiation*. Lanham, Md.: Rowman & Littlefield, 1999.
16. Ury, William. *Getting past No: Negotiating with Difficult People*. New York: Bantam, 1991.

Some considerations for structuring the book analysis might include:

- a. What is the author's credibility? Does the author write from research or experience? If it is research, what credentials does the author present and is the research sound? If it is experience, does the author offer multiple perspectives or only their own observations? Are they credible?
- b. Does the author present a new / different approach to negotiations than what is considered the classic US business standard (i.e. the Interest-Based Negotiations (IBN) model)? If so, is the presented approach superior? If so, how do you justify that conclusion? If not, what are the weaknesses in the presented approach when compared to the IBN approach (or other model, such as the TIPO / NPSC)?
- c. Most of the books are written from a business or diplomatic perspective. How well does the author's thesis "translate" to the military negotiating context? Is it necessary, but not sufficient? Why or why not? What is missing? What would you incorporate that is additive to the author's work as you consider negotiating in the military context?
- d. Would you have this book on your desk 10 years from now? Would you find it useful as a personal reference or as a reference to teach others how to be better negotiators

(mentoring the next generation of leaders)? What is the rationale behind your recommendation or non-recommendation?

- e. Is the book focused or general? If it focuses on one aspect of negotiations, what is the strength of that focus and what might the focus be missing (dialectic)? If it is a general approach, what might it be glossing over or not addressing in correct proportion?

Book analysis resource: <http://www.au.af.mil/au/awc/awcgate/awc-thkg.htm#bookreview>

### Options 2 and 3. Course Paper / Case Study

Course Paper or Case Study: a 4-7 page paper that assesses a negotiating situation or specific topic related to negotiating. The source materials for assessment framework(s) are contained in the course materials. Students may pick a framework of their choice (TIPO / NPSC, IBN, Zartman, etc.) and then assess a negotiations situation against the framework. The source of the negotiations situation may be personal experience, the observation of others in a negotiations process, or research of ongoing or recent negotiations. The *desired level* of the negotiations should be the operational level (senior staff function, group command or higher, or a deployed situation). The desired outcome is an analysis that helps answer the following:

- a. Describe the context (description of the negotiations as they occurred, description of the desired and actual outcome(s));
- b. An assessment of the negotiations against a selected framework. If the framework was followed, an assessment of the strengths and weaknesses of the framework;
- c. If no framework was followed, how might the application of a selected framework have increased the chances for success?

Scenario Project. You will be presented a scenario involving the need to effectively negotiate. The task contained within the scenario is the requirement to assess the negotiating context, examine the possible negotiating strategies and then develop and defend a possible plan on how to successfully engage in the negotiation.

### **Texts:**

1. -- *Expeditionary Culture Field Guide: Afghanistan.* Air Force Culture and Language Center. Maxwell AFB, AL., 2012 (separate issue).
2. -- *Expeditionary Culture Field Guide: Kenya.* Air Force Culture and Language Center. Maxwell AFB, AL., 2012 (separate issue).
3. -- *Expeditionary Culture Field Guide: Philippines.* Air Force Culture and Language Center. Maxwell AFB, AL., 2012 (separate issue).
4. Blaker, Michael, Paul Giarra, and Ezra F. Vogel. *Case Studies in Japanese Negotiation Behavior.* United States Institute of Peace, Washington D.C., 2002.
5. Binnendijk, Hans (ed). *National Negotiating Styles.* United States Institute of Peace, Washington D.C., 1987.
6. Cogan, Charles, *French Negotiating Behavior.* United States Institute of Peace, Washington D.C., 2003.
7. Cohen, Raymond, *Negotiating Across Cultures.* United States Institute of Peace, Washington D.C., 1997.
8. Herrera, Disraeli Gomez, Lt Col, Mexico. *Mexican Services Style of Negotiation. An Approach?* AWC AY11 PSP (separate issue: with permission of the author)

9. Moore, Christopher W. and Peter J. Woodrow. *Handbook of Global and Multinational Negotiation*. Jossey--Bass, San Francisco, 2010.
10. Smyser, W. R., *How Germans Negotiate*. United States Institute of Peace, Washington D.C., 2005.
11. Solomon, Richard. *Chinese Negotiating Behavior: Pursuing Interests Through "Old Friends."* United States Institute of Peace, Washington D.C., 2005.
12. Solomon, Richard and Nigel Quinney. *American Negotiating Behavior*. United States Institute of Peace, Washington D.C., 2010.

### **IP 01: Western and Non-Western Culture – a survey and frameworks**

This first IP 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*. Chapter 3: Intercultural Dissonance: A Theoretical Framework (pp 25 - 43); Chapter 4: What is Negotiable? (pp 45 - 66); Chapter 5: Setting out the Pieces: Pre-negotiation (pp 67 - 82).; Chapter 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*. Chapter 6: Let the Contest Commence: Opening Moves (pp 83 - 106); Chapter 10: Face and Form: End Game II (pp 183 - 197).
- Group 2 -- Cohen, Raymond. *Negotiating Across Cultures*. Chapter 8: Sounds, Signals, Silence: Middle Game II (pp 135 - 161).; Chapter 9: Under Pressure: End Game I (pp 163 - 182).
- Group 3 -- Cohen, Raymond. *Negotiating Across Cultures*. Chapter 7: On Tactics and Players: Middle Game I (pp 107 - 134).; Chapter 11 When is a Deal a Deal? (pp 199 - 213).

### **IP 02. WOC in lower context European environments: 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*. Chapter 1: The Foundation: Geography, History, Philosophy, and Economics (pp 11-56)
2. Smyser, W.R. *How Germans Negotiate*. Chapter 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*. Chapter 3: The German Negotiator: Personality and Tactics (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.”). Page 112 (begin with “The Use of Time”) to page 117 (up to “Entertainment”). Page 119 (begin with “Language”) to page 132.
4. Smyser, W.R. *How Germans Negotiate*. Chapter 6: The Future of German Negotiating Behavior (pp 185-193)
5. Smyser, W.R. *How Germans Negotiate*. Chapter 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*. Chapter 1-3 (pp 3-105)
2. Cogan, Charles. *French Negotiating Behavior*. Chapter 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*. Chapter 6: Negotiating with the French (pp 237-255)
4. Cogan, Charles. *French Negotiating Behavior*. Chapter 7: Looking Ahead (pp 257-271)

### **IP 03: WOC in higher contexts: Kenya, Philippines Morocco, South Korea and Senegal**

These five countries represent different high context cultures in many ways. This seminar helps develop you contrast your analysis of relatively low context cultures against these representatives of higher context cultures. Seminar readings are split and you'll have the chance to develop and then present to your seminar mates your team's WOC analysis. The seminar will then debate how these factors might influence the negotiations between representatives of these cultures and the US.

The Air Force Culture and Language Center (AFCLC) developed benchmark field guide products for a number of countries. Using these field guides as a reference, students will evaluate the culture and identify characteristics that impact negotiations with that country.

#### Readings:

Group One readings will be assigned by faculty to the seminar section addressing Kenya

1. Air Force Culture and Language Center. *Expeditionary Culture Field Guide: Kenya* (84 pages)

Group Two readings will be assigned by faculty to the seminar section addressing Philippines

2. Air Force Culture and Language Center. *Expeditionary Culture Field Guide: Philippines* (84 pages)

Group Three readings will be assigned by faculty to the seminar section addressing Morocco

3. Air Force Culture and Language Center. *Expeditionary Culture Field Guide: Morocco* (84 pages)

Group Five readings will be assigned by faculty to the seminar section addressing South Korea

4. Air Force Culture and Language Center. *Expeditionary Culture Field Guide: South Korea* (84 pages)

Group Three readings will be assigned by faculty to the seminar section addressing Senegal

5. Air Force Culture and Language Center. *Expeditionary Culture Field Guide: Senegal* (84 pages)

#### **IP 04. 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."* Chapters 2-4 (pp 25-170)

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

1. 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.* Chapter 8 (pp 201-210)

#### **IP 05: 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 (CKAF associated):**

1. Omeara, David. *CKAF Exercise general instructions.* NCE developed simulation. 2011 (9 pages: separate handout)
2. Omeara, David. *CKAF Team Information.* NCE developed simulation. 2011 (3 pages: separate handout)
3. Omeara, David. *US Embassy Representative Information.* NCE developed simulation. 2011 (3 pages: separate handout)
4. Omeara, David. *NGO Information.* NCE developed simulation. 2011 (2 pages: separate handout)
5. Omeara, David. *US ADVON Team Information.* NCE developed simulation. 2011 (2 pages: separate handout)
6. Eisen, Stefan Jr. *The NCE Negotiations Worksheet.* (14 pages: separate handout)

Culture is not exclusive to other nation-states or regional groups and subgroups. Different cultures exist within organizations such as the different worlds of operations and maintenance. Different cultures also exist external to organizations, but within groups with common mission sets. Consider the setting of the multiple interagency working groups.

##### **Readings (con’t):**

7. Rife, Rickey L. Col (USA) *Defense Is From Mars State Is From Venus.* (26 pages: separate handout)
8. Schnaubelt, Christopher M. *Changing Interagency Culture.* (15 pages: available at

[https://dde.carlisle.army.mil/documents/courses\\_10/readings/2208\\_schnaubelt.pdf](https://dde.carlisle.army.mil/documents/courses_10/readings/2208_schnaubelt.pdf)

### **IP 06: Mexico: Negotiating with a “Neighbor “**

How strong can perceptions of history influence current interactions between these two countries and the US? Using the WOC framework this IP sees how historic relationships (and possibly animosities) can create friction.

#### **Readings:**

1. Herrera, Disraeli Gomez, Lt Col, Mexico. *Mexican Services Style Of Negotiation. An Approach?* AWC AY11 PSP (with permission of the author). Dr. Stefan Eisen, editor and advisor. (29 pages: separate handout)
2. Grayson, George W. “Mexico: A Love-Hate Relationship with North America. *National Negotiating Styles*. In Binnendijk, Hans (ed). (pp 125-147)

### **IP 07: The Interagency**

Culture is not exclusive to other nation-states or regional groups and subgroups. Different cultures exist within organizations such as the different worlds of operations and maintenance. Different cultures also exist external to organizations, but within groups with common mission sets. Consider the setting of the multiple interagency working groups

#### **Readings:**

1. Major. Bickerstaff, David A. Maj. USAF. *Changing Interagency Culture*. (pp 20-28). Available at: <http://www.usnwc.edu/Lucent/OpenPdf.aspx?id=141&Title=2011-2012%20NWC%20Essay%20Competition>
2. Schnaubelt, Christopher M. *After The Fight: Interagency Operations* (pp 47-61). Available at: [https://dde.carlisle.army.mil/documents/courses\\_10/readings/2208\\_schnaubelt.pdf](https://dde.carlisle.army.mil/documents/courses_10/readings/2208_schnaubelt.pdf)
3. Desai, Sunil. *Solving the Interagency Puzzle*. Available at: <http://www.hoover.org/publications/policy-review/article/7108>
4. Davis, William J. Davis, Jr., *The Challenge of Leadership in the Interagency Environment* (pp 77-79). Available at: <http://usacac.army.mil/cac2/call/docs/11-22/11-22.pdf>
5. David G. J., Maj. U.S. Marine Corps. *The Interagency Abroad: The New Paradigm’s Progress*. (pp 3-8). Available at: <http://usacac.army.mil/cac2/call/docs/11-22/11-22.pdf>

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

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

**IP 10: DELs #2 and #3. In-Class presentation of the Book Analysis (Course Paper / Case Study / Book Analysis due) and Scenario Exercise 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 exercise 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**