# Cross cultural negotiation

## Prof. Mauro Silvio Cleto Fenzi; Prof. Yadvinder S. Rana

### **COURSE AIMS AND INTENDED LEARNING OUTCOMES**

– The course aims first of all to provide students with a basic Communication, Negotiation and Lateral Leadership model applicable to different multicultural and organizational contexts.

– The second aim of the course is to provide participants with knowledge and understanding of cultural dimensions that identify people’s thought, reasoning, communication and behavior.

– The third aim of the course is to provide participants with knowledge and understanding of the organizational structure of complex international business organizations.

– The fourth aim of the course is to provide participants with the ability to apply the learning skills to effectively manage intercultural and distant teams and understand international issues.

– The fifth aim of the course is to provide participants with the knowledge and understanding of complex international commercial negotiations.

***COURSE CONTENT***

Module I: *Cultural dimensions*

– Hofstede, Hall, Trompenaars and Schwartz theories.

– Dynamic theories on cultural dimensions.

– The Cultural Quotient (CQ).

– The Yin & Yang Perspective.

Module II: *Business Negotiation*

– Leading an International Organization.

– Organizational Turnaround.

– Leading successfully across cultures.

– How to lead cross-functional and cross-cultural teams.

Module III: *Commercial Negotiation.*

– The 4Ps Framework.

– Key elements of a negotiation.

– Preparing for a negotiation.

– Power dynamics in negotiation.

Module IV: *Intercultural Negotiation*

– Definition and analysis of the communication and negotiation process.

– Leading an intercultural negotiation.

– Examples of political negotiations.

– Examples of M&As.

***READING LIST[[1]](#footnote-1)***

Y.S. Rana, *The 4Ps Framework: Advanced Negotiation and Influence Strategies for Global Effectiveness,* CreateSpace Independent Publishing Platform, 2014 (Chapters 2, 3, 5, 6, 7, 12, 13).

R. Guida-D. Trickey-E. Fregnan D.S. Pugh, *Managing Challenges Across Cultures,* McGraw-Hill Education, 2015.

Additional materials throughout the course, including supplemental reading materials, articles and cases, will be provided by the Professor.

***TEACHING METHOD***

The course will be taught through a combination of instructional methods: lectures, visits, shadowing, case studies, group and individual projects, video tutorials, role plays, and presentations by managers.

***ASSESSMENT METHOD AND CRITERIA***

*Attending Students* (the presence will be registered)

60% Written test with five open questions on classroom training program contents. Slides are uploaded on Blackboard.

40% Final Project Presentation: group work based on a real and current organizational undertaking. Detailed instructions are provided during the classroom sessions.

*Non-attending Students*

100% Written test with five open questions on the following materials:

Y.S. Rana, *The 4Ps Framework: Advanced Negotiation and Influence Strategies for Global Effectiveness,* CreateSpace Independent Publishing Platform, 2014 (Chapters 2, 3, 5, 6, 7, 12, 13).

R. Guida-D. Trickey-E. Fregnan D.S. Pugh, *Managing Challenges Across Cultures,* McGraw-Hill Education, 2015.

***NOTES AND PREREQUISITES***

In case the current Covid-19 health emergency does not allow frontal teaching, remote teaching will be carried out following procedures that will be promptly notified to students.

1. I testi indicati nella bibliografia sono acquistabili presso le librerie di Ateneo; è possibile acquistarli anche presso altri rivenditori. [↑](#footnote-ref-1)