# Cross cultural negotiation

## Prof. Yadvinder S. Rana; Prof. Marco Rigamonti

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

The objectives of the course are threefold. The first aim is to provide students with knowledge and understanding of cultural dimensions that identify people’s thought, reasoning, communication and behaviour. The second aim of the course is to provide students with an essential Negotiation framework applicable to different multicultural and organizational contexts. Third, the course aims to provide students with the ability to effectively manage intercultural and distant teams and understand complex international business organizations.

At the end of the course, students will be able to:

– identify and interpret the theoretical and conceptual foundations of Communication, Negotiation and Lateral Leadership models in different multicultural and organizational contexts (knowledge);.

– identify and interpret the theoretical and conceptual foundations of cultural dimensions and dynamic cultural frameworks in global contexts and support ethical and sustainable decision making (knowledge);

* apply proven theoretical and conceptual knowledge to the design and use of managerial processes in managing intercultural, cross-functional and distant teams in complex multicultural organizational settings (practical skill);
* develop theoretical and conceptual knowledge on the design and implementation of managerial practices in international organization structures (knowledge);

– apply proven theoretical and conceptual knowledge to manage complex international commercial negotiations (practical skill);

***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)

20% Multiple choice questions on classroom training program contents. Slides are uploaded on Blackboard. .

30% Final Project Presentation: group work based on a real and current organizational undertaking. Detailed instructions are provided during the classroom sessions.

50% Written test with two open questions on classroom training program contents. Slides are uploaded on Blackboard.

*Non-attending Students*

100% Written test with four 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.

1. The texts listed in the bibliography can be purchased from the University bookstores; they can also be purchased from other retailers. [↑](#footnote-ref-1)