

Annenberg School for Communication & Journalism - COMM 468:  
Marshall School of Business – MOR 468  
School of Policy, Planning and Development – PPD 468:  
**Cross Cultural Negotiations: Communication and Strategy**  
Spring 2012

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Dr. Green is the President and Chief Executive Officer of the Pacific Council on International Policy in Los Angeles. He is also a Research Professor of Communication at the Annenberg School of Communication as well as at the Marshall School of Business at the University of Southern California.

### **Course Locale**

This course will be held at the headquarters of the Pacific Council on International Policy at 801 S. Figueroa, Suite 1130 which is one block from a DASH stop and a very short ride from the USC campus. The Pacific Council, [www.pacificcouncil.org](http://www.pacificcouncil.org), is the leading membership based international affairs organization on the West coast. The Council is affiliated with USC and includes amongst its members major CEO's, current and former ambassadors, former and current members of the Cabinet, military officers, journalists, academics, and others. Given the focus of this course it seemed fitting to convene at the offices of the Pacific Council.

### **Office Hours**

My office is located at the headquarters of the Pacific Council on International Policy at 801 S. Figueroa, Suite 1130 and I will generally be available to meet with students either before or after class. Should this be inconvenient, I can be contacted at [jgreen@pacificcouncil.org](mailto:jgreen@pacificcouncil.org) so as to schedule an appointment at another mutually agreeable time.

### **Course Overview**

Globalization is frequently misinterpreted in a fashion that suggests that nationalism and differences in language, culture, society, values, beliefs, practices, and traditions between countries are disappearing. It is incorrectly assumed that the globalizing world of the Twenty-First Century is somehow emerging as a giant melting pot and that humanity will become a single undifferentiated mass. This assumption would suggest that all differences within and across countries, their governments, and their inhabitants will somehow cease to exist. In point of fact, nothing could be farther from the truth. The goal of this course is to help class participants navigate this sea of diversity by teaching the necessary skills to negotiate with representatives of other cultures and nations whether at the transnational level in government, business, or as a well-informed global citizen.

## Course Objectives

- To understand the parameters of different cultures so that it will be clear how even people of neighboring regions may have very different perceptions and styles of negotiation
- To appreciate the process of negotiation and how it differs across cultures
- To analyze representative national case studies from around the world
- To develop an *applied* understanding of how to communicate in diverse global environments
- To interact personally with high level negotiators by bringing to class former senior government officials and current business leaders who will discuss their experiences as cross-cultural negotiators

## Texts and Readings

Max H. Bazerman, *Negotiating Rationally*, Free Press, 1994. (available in used and inexpensive paperback version and by Kindle)

Rick Yan & Kenneth Lieberthal, *Harvard Business Review on Doing Business in China*, Harvard Business Review, 2004. (inexpensive paperback available).

Jill E. Rudd & Diana R. Lawsor, *Communicating in Global Business Negotiations: A Geocentric Approach*, Sage Publications, 2007.

Howard B. Schaeffer and Terisita Schaeffer, *How Pakistan Negotiates with the United States: Riding the Roller Coaster*, United States Institute of Peace, 2011 (inexpensive paperback available)

Michael Blaker, Paul Giarra, & Ezra Vogel, *Case Studies in Japanese Negotiating Behavior*, United States Institute of Peace, 2002. (inexpensive paperback available)

Raymond Cohen, *Negotiating Across Cultures: International Communication in an Interdependent World*, United States Institute of Peace, 1997. (inexpensive paperback available)

Jerrold D. Green, *Negotiating with Iran*, 2002. (I'll e-mail a PDF to class participants)

Charles Cogan, *French Negotiating Behavior; Dealing with the Grande Nation*, United States Institute of Peace, 2003. (inexpensive paperback available)

Jeffrey Davidow, *The Bear and the Porcupine: The U.S. and Mexico*, Markus Weiner Publications, 2007. (inexpensive paperback available, available used from Amazon)

*President Obama's Cairo University Speech of June 4, 2009*,  
[http://www.whitehouse.gov/the\\_press\\_office/Remarks-by-the-President-at-Cairo-University-6-04-09/](http://www.whitehouse.gov/the_press_office/Remarks-by-the-President-at-Cairo-University-6-04-09/)

John Oetzel & Stella Ting-Toomey (Eds.) *The SAGE Handbook of Conflict Communication*, Sage Publications, 2006, Oetzel, J. G., Arcos, B., Mabizela, P., Weinman, A. M., & Zhang, Q. "Historical, Political, and Spiritual Factors of Conflict: Understanding Conflict Perspectives and Communication in the Muslim World, China, Colombia, and South Africa, pp. 547-574.

### **Recommended Texts**

Roger Fisher & Will Ury; *Getting to Yes: Negotiating Agreement Without Giving In*, Penguin Books, Second Edition, 1991. (Available in used and inexpensive paperback version and by Kindle, accompanying DVD available in the library)

W.R. Smyser, *How Germans Negotiate*, United States Institute of Peace, 2002.

John Limbert, *Negotiating With Iran: Wrestling the Ghosts of History*, United States Institute of Peace, 2009.

Richard H. Solomon, *Chinese Negotiating Behavior: Pursuing Interests Through "Old Friends"*, United States Institute of Peace, 1999.

Kevin Avruch, *Culture and Conflict Resolution*, United States Institute of Peace, 1998.

Scott Snyder, *Negotiating on the Edge: North Korean Negotiating Behavior*, United States Institute of Peace, 1999.

Jerrold L. Schechter, *Negotiating With Russia: Continuity and Transition*, United States Institute of Peace, 1998.

Tamara Cofman Wittes (Ed), *How Israelis and Palestinians Negotiate: A Cross-Cultural Analysis of the Oslo Peace Process*, United States Institute of Peace, 2005.

### **Course Requirements and Assignments**

#### **Mid-Term Examination (25%)**

This examination will be in essay format with students being asked to compare and contrast different negotiating styles, practices, and approaches based on readings, discussions, and lectures by both the instructor and guest lecturers. The examination will be designed so that special attention will be paid to analyzing the way in which representatives from different cultures approach the process of negotiation based on different communication strategies, both primordial and contrived.

### Research Paper (25%)

Each student will prepare a 15-20 page research paper which will be in the form of a memo to their immediate superior (e.g. CEO, Foreign Minister, University President, etc.) laying out a plan for protracted negotiations to be conducted with interlocutors from a country and culture different from your own. I will work with each of you to select relevant nationalities and to discuss how to structure and focus your paper/presentation.

### In-Class Presentation (25%)

You will be expected to share your findings in class. Each presentation will be no longer than 30 minutes long.

### Final Examination (25%)

This examination will assume mastery of all material covered during the semester. In essay format students will be expected to focus on different communication strategies in which the interplay of culture and negotiation help to define, in a general sense, how those from various nationalities and cultural backgrounds approach the process of negotiation.

### Course Policies

All course members will be expected to adhere to and exhibit the highest standard of good consumer, responsible citizen, and collaborative team member policies and behaviors. Since we will be meeting only once a week all of us are expected to make heroic efforts to attend every class and participate in discussion, which is a central feature of this course.

Academic integrity is important:

The Annenberg School for Communication is committed to upholding the University's Academic Integrity code as detailed in the SCampus guide. It is the policy of the School of Communication to report all violations of the code. Any serious violations or pattern of violations of the Academic Integrity Code will result in the student's expulsion from the Communication major or minor.

ADA Compliance Statement:

"Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m. – 5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776."

## **Course Schedule**

### **Weeks 1-2: The Process of Negotiations, Various Types of Negotiations**

Attention will be paid to understanding what negotiations are, how they are conducted in different settings (e.g. government, private sector, not for profit world), and how negotiations can be understood under the broader rubric of communications

Max H. Bazerman; *Negotiating Rationally*, Free Press, 1994.

Jill E. Rudd & Diana R. Lawsor, *Communicating in Global Business Negotiations: A Geocentric Approach*, Sage Publications, 2007, Chapter 6, “The Role of Intercultural Communication Competency in Global Business Negotiations.

### **Weeks 3-4: The Interplay between Culture and Negotiations; Conflict or Complementarity?**

The role of culture in communication will be explored, including the manner in which cultures have an impact on negotiating style and substance and the limits of culture as an explanatory variable

Raymond Cohen, *Negotiating Across Cultures: International Communication in an Interdependent World*, United States Institute of Peace, 1997.

Jill E. Rudd & Diana R. Lawsor, *Communicating in Global Business Negotiations: A Geocentric Approach*, Sage Publications, 2007, Chapter 8, Alternative Dispute Resolution and Chapter 9, The International Business Context.

### **Week 5: South Asia**

We will focus here on Pakistan whose relations with both its neighbors (Afghanistan, India) and the West (the United States) are exceedingly complex and frequently strained

Howard B. Schaeffer and Terisita Schaeffer, *How Pakistan Negotiates with the United States: Riding the Roller Coaster*, United States Institute of Peace, 2011.

### **Week 6-7: Europe (West, East, Russia, and Turkey) Midterm Examination Week 7 (February 23)**

Variance in the culture-communications synthesis both within and across Western and Eastern Europe will be explored in detail

Charles Cogan, *French Negotiating Behavior; Dealing with the Grande Nation*, United States Institute of Peace, 2003.

## **Week 8: China**

The role of ideology and history as well as culture will be explored in trying to understand Chinese negotiating behavior

Rick Yan & Kenneth Lieberthal, *Harvard Business Review on Doing Business in China*, Harvard Business Review, 2004.

## **Week 9-10: The Middle East; Arabs, Israelis, and Iranians; Africa (Sub-Saharan)**

Mediating cultural factors such as religion, tribe, social class, gender, conflict and history will be explored in depth, as these and other qualities are central features of negotiating behavior in the Middle East and Africa.

Jerrold D. Green, *Negotiating with Iran*, (I'll e-mail a PDF to class participants)

Review relevant sections of Raymond Cohen, *Negotiating Across Cultures: International Communication in an Interdependent World*, United States Institute of Peace, 1997.

John Oetzel & Stella Ting-Toomey (Eds.) *The SAGE Handbook of Conflict Communication*, Sage Publications, 2006, Oetzel, J. G., Arcos, B., Mabizela, P., Weinman, A. M., & Zhang, Q. "Historical, Political, and Spiritual Factors of Conflict: Understanding Conflict Perspectives and Communication in the Muslim World, China, Colombia, and South Africa, pp. 547-574.

## **Week 11: Japan**

Ritual, tradition, perceptions of the outside world and history will be explored as key factors influencing Japanese negotiating behavior

Michael Blaker, Paul Giarra, Ezra Vogel, *Case Studies in Japanese Negotiating Behavior*, United States Institute of Peace, 2002.

## **Week 12-13: Mexico and Latin America**

Great diversity characterizes the conduct of negotiations throughout Mexico, Central, and South America. The Mexican case will be explored in depth; other cases will be surveyed as well.

Jeffrey Davidow, *The Bear and the Porcupine: The U.S. and Mexico*, Markus Weiner Publications, 2007.

### **Week 14: The United States**

The United States when viewed from outside the country has distinctive cultural factors influencing the conduct of negotiations. These will be explored in depth from the perspective of non-Americans conducting negotiations with the United States.

*President Obama's Cairo University Speech of June 4, 2009,*  
[http://www.whitehouse.gov/the\\_press\\_office/Remarks-by-the-President-at-Cairo-University-6-04-09/](http://www.whitehouse.gov/the_press_office/Remarks-by-the-President-at-Cairo-University-6-04-09/)

### **Week 15: Conclusions and Course Review**

**Final Examination per University Final Examination Schedule**