

**UNIVERSIDAD DEL SAGRADO CORAZÓN**  
**BUSINESS ADMINISTRATION DEPARTMENT**  
**POSTGRADUATE PROGRAM**

**SYLLABUS**

**COURSE TITLE:** Cross-Cultural Management & International Negotiation

**COURSE NUMBER:** ADM 617

**CREDITS:** Three (3) credits, three (3) hours per week, one (1) session.

**DESCRIPTION**

“In business, (*and in your personal life*), you don't get what you deserve, you get what you negotiate.” **Chester L. Karrass.**

This fact turns especially relevant for students in the field of Business. While working in the management field, marketing, human resources, finances and information systems, negotiation skills become essential in order to perform and progress in your career development.

Managing across cultures represents a key factor for the career development of business graduates. Within the areas of marketing, human resources, finances, I.T. and operations, knowing how to manage in different international scenarios and local companies who incorporate expatriates, becomes critical in order to develop a successful career.

Throughout the basic aspects of management and negotiation, we encounter areas of great complexity. One of these areas is the impact of culture, as one of the main subjects of the course. We consider the role of culture from several perspectives: Cross-cultural (attempting, from one cultural perspective to understand or describe another); intercultural (the interplay of cultures); and transcultural (aspects of negotiation that are common to all cultures).

Management, culture and international negotiation procedures are approached in terms of the relatively simple but important aspects of etiquette and behaviour, and the more complex aspects of consciousness and worldview.

**JUSTIFICATION**

This course is designed to foster the career development of business graduates from Marketing, Human Resources, Management, I.T. and operations. The course helps to better understand the theory, processes, and practices of effective cross-cultural management, international negotiation, conflict resolution and relationship management, so that you can be a more effective global manager in a wide variety of situations and fields (marketing, human resources, operations, I.T.). By taking advantage of the opportunities this course offers, the student feels

more comfortable and productive managing negotiations and business relationships within your company and across borders.

## **CORE COURSE COMPETENCY**

*Critical Thinking* (level 3 – advanced): To develop a habit of mind characterized by the comprehensive exploration of issues, ideas, arguments, facts, and events before accepting or formulating an opinion or conclusion.

## **OBJECTIVES**

By the end of the course, the student is able to:

1. Acquire an understanding of the principles, strategies, and tactics of effective negotiation, conflict resolution, teamwork and relationship management.
2. Enhance your ability to assess the variables in negotiations, the impact of interpersonal styles, personality and culture.
3. Increase awareness and understanding of ethical principles and stakeholder considerations, that influence the choices offered during a negotiation process.
4. Develop the ability to examine along with your teammates selected management and cross-cultural scenarios, and solve within a collaborative approach and the implementation of the critical thinking competency, global management situations.
5. Manage business cases from different perspectives of each department (Marketing, Human Resources, Finances, Operations, I.T.).

## **COURSE OUTLINE**

### **I. Self-management.**

- A. In order to successfully manage others, we first must know how to manage ourselves.
- B. Self-personal awareness and self-cultural awareness tests in order to successfully interact in international management and negotiation processes.
- C. To be aware of our own management and negotiation style allows to better understand who we are dealing with.

### **II. Managing others.**

- A. Organizational concepts and management.
- B. Management and organizational culture.

### **III. Negotiation and management.**

- A. How to defend your position while negotiating with different departments within the company: marketing, finances, human resources, I.T., operations.
- B. Empathy as a capacity to understand others and reach agreements.

### **IV. Analyse cross-cultural aspects that must be considered while managing and negotiating.**

- A. How to negotiate in an international environment.
  - B. Key aspects while managing abroad.
  - C. Key aspects while managing different cultures locally.
- V. Basic negotiation techniques.
  - A. The ABC of negotiation.
  - B. Managing negotiations across business departments within your company.
- VI. Global negotiation strategies.
  - A. Understand and apply negotiation strategies that work across cultures.
  - B. Managing in international scenarios.
- VII. Advanced negotiation techniques.
  - A. Acquire negotiation skills and techniques used by professional negotiators.
  - B. Build your reputation based on your negotiation style to become a leader within the organization.
- VIII. Analyse the complexity and limitations of negotiating across cultures.
  - A. International negotiation requires knowledge, skills and a different attitude than regional negotiation procedures.
  - B. New trends in international negotiation.

## INSTRUCTIONAL STRATEGIES

The course is presented through the mixed modes of academic texts, literature, case studies and self-assessment tests. Teaching and learning is delivered through a variety of methods that include individual and group-based learning, class-based seminars, discussion and debate, oral and written reports, directed research and in-class simulation exercises. The critical thinking competency is evaluated through the Negotiation Log, a written record in which each student analyses his/her performance, progress, strengths and weaknesses, as well as the strength and weaknesses of their negotiation counterparts in each class case.

## ASSESSMENT

Class participation	20%
Group-based simulation	20%
Oral ppt presentation on a specific country (Individual and two person team)	20%
Negotiation log (To evaluate Critical Thinking Competency)	20%
Written exam (final evaluation)	<u>20%</u>
<b>Total</b>	<b>100%</b>

## REQUIRED BOOKS

Rarick, C. (2011). Cross-cultural management: Problem-solving through case studies [Kindle version]. Amazon Digital Services.

## REFERENCES

- Bennett, M. J. (Ed.). (1998). *Basic concepts of intercultural communication: Selected readings*. Bennett, Intercultural Press.
- Chaney, L. H. & Jeanette S. (2010). *Intercultural business communication* (5th ed.). Prentice Hall.
- Fatima, M. (2013). Multicultural environments and their challenges to crisis communication. *Journal Of Business Communication*, 50(3), 253-277.
- Griffin, T. J. & Daggatt, R. W. (1990). *The global negotiator: Building strong business relationships anywhere in the world*. Harper Business.
- Kuchler, S. & Wallman, S. (Ed.). (2009). *Diversity management in practice: A cross-cultural and multi-disciplinary annotated bibliography addressing policy and well-being*. Eastbourne.
- Kumar, R., & Patriotta, G. (2011). Culture and international alliance negotiations: a sensemaking perspective. *International Negotiation*, 16(3), 511-533.
- Lewis, R. D. (2011). *When cultures collide: Managing successfully across cultures*. Nicholas Brealey Publishing.
- Mead, R. (1998). *International management: Cross-cultural dimensions* (2<sup>nd</sup> ed.). Blackwell Publishers.
- Mnookin, R. (2010). *Bargaining with the devil: When to negotiate, when to fight*. New York: Simon and Schuster.
- Okoro, E. (2012). Cross-cultural etiquette and communication in global business: Toward a strategic framework for managing corporate expansion. *International Journal of Business & Management*, 7(16), 130-138.
- Sultana, M., Rashid, M., Mohiuddin, M., & Huda Mazumder, M. (2013). Cross-cultural management and organizational performance: A content analysis perspective. *International Journal of Business & Management*, 8(8), 133-146.
- Volkema, R. J. (2012). Why people don't ask: Understanding initiation behavior in international negotiations. *Thunderbird International Business Review*, 54(5), 625-637.
- Wheeler, M. (2012). *Negotiation advice: A synopsis*. Harvard Business School.
- Zhu, Y. & Ulijn, J. (March 2010). Introductory essay: new horizons in cross cultural management. *Cross Cultural Management*, 12(3).

## **ON-LINE RESOURCES**

The electronic databases to which the Biblioteca Madre María Teresa Guevara subscribes directly and through COBIMET Consortium, includes books, documents, magazine and newspaper articles, and other information resources related to course topics.

To use the database, follow these steps:

To access from the library:

- type the address <http://biblioteca.sagrado.edu/>
- select Biblioteca Virtual link, and a page will appear in which you can start making your search for information and access databases

For off campus access, or using personal computers:

- type the address <https://portal.sagrado.edu>
- type your username and password,
- locate and select the Biblioteca Virtual icon, and a page will appear where you can start making your search for information, and access databases

## **REASONABLE ACCOMMODATION**

Students who need special assistance or auxiliary services shall apply to the Associate Dean of Student Affairs at the beginning of the course or as soon as acquiring knowledge thereof, but not later than the third week of classes.

## **ACADEMIC HONESTY, CHEATING AND PLAGIARISM**

Any student who fails to follow the dishonesty, fraud and plagiarism policy is exposed to the following sanctions: receive grade of zero on the assessment and / or rework on the course, note F (\*) in the course: suspension or expulsion as defined in the document Academic Honesty Policy, number: 205-001 DAEE dated effective August 2005.

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