

INTERNATIONAL BUSINESS

Cologne International Business Program

Syllabus

International Negotiations and Conflict Resolutions

Instructor:

Patrick Schmidt
Intercultural Consultant - Webpage: www.agcc.de

Time:

45 contact hours: 4 lesson hours (180 minutes) per week (exact class time will be decided at a later date)

Office hours:

After class or by appointment

Course Description:

The goal of the course is to introduce students to international negotiations and conflict resolutions as applied to business situations. Starting from a U.S. and German context, we will examine such concepts as culture and management and how cultural differences affect negotiations and conflict resolution styles. From here we will go on to consider how the value systems which underlie behavior are culturally relative rather than absolute. We will explore these cultural differences in the analysis and contrast of negotiating styles, methods of conflict resolution, business structures, and the socio-cultural environment in three important business regions: Europe, America, and Asia.

Course Objectives:

- 1.) To increase the students' awareness of cultural and communication issues pertaining to negotiation and conflict resolution actions.
- 2.) To sensitize students to the cultural origins of differing negotiation styles
- 3.) To identify negotiation and conflict issues that arises in business and discuss their impact on business organizations and stakeholders.
- 4.) To examine these issues in cross-cultural business contexts.

Required textbooks:

- Adler, Nancy. International Dimensions of Organizational Behavior. Cincinnati: South-Western College Publishing, 2001.
- Schmidt, Patrick, Understanding American and German Business Cultures: Meridian World Press, 2003

Photocopies will be distributed. A slight fee for photocopies may be raised. Books out of which photocopies will be used include:

- Anne Francesco and Barry Gold. International Organization Behavior: Prentice Hall, 1997
- Richard Lewis. When Cultures Collide: Nicholas Brealey Publishing, 2000
- Hall, E.T. and Mildred Reed Hall. Understanding Cultural Differences. Yarmouth: Intercultural Press, 1990.

Also various videos, GroupThink, Characteristics of a Good Negotiator, will be analyzed.

Evaluation Details:

Final Examination: There will be no final exam. Course grades will be determined through course work as explained below.

Grades: The final grade will be determined by total number of points the student accumulates by the end of the term.

30 points **Case studies**

For each of the three assigned cases, students are required to prepare a case analysis. Each case analysis will include sections devoted to: (1) defining the negotiation or conflict issues in the case; (2) analyzing the case; (3) providing recommendations; and (4) discussing the broad implications of the case.

20 points **Ethnographic exercises**

For each exercise, students are required to deliver an oral report of their findings back to the class. Each report will include information on (1) [business] behavior observed; (2) contrast to known American practices; and (3) discussing how to resolve conflicts arising out of these differences.

25 points **Participation and contribution in class**

25 points **Culture journal**

Students will be asked to think about their own culture and write a culture journal. The purpose of the journal is to provide an opportunity for the students to engage in written personal reflections on their values and behavior as prompted by case studies, ethnographic assignments, reading assignments and class discussions. For each journal entry I will provide some questions to guide your inquiry.

Total:
100 points

The following conversion from percentage to a letter grade will be used:

100%	-	96%	=	A
95%	-	92%	=	A-
91%	-	88%	=	B+
87%	-	84%	=	B
83%	-	80%	=	B-
79%	-	76%	=	C+
75%	-	72%	=	C
71%	-	68%	=	C-
67%	-	64%	=	D+
63%	-	60%	=	D
59%	-	0%	=	F(ail)

Policies and Procedures:

Students are expected to attend class regularly. More than three absences will lower a student's grade significantly.

Plagiarism: A requirement for passing this course is academic honesty and integrity. Failure to demonstrate honesty and integrity will result in an examination grade of zero (0).

Course Outline

<i>Week</i>	<i>Day</i>	<i>Topic</i>	<i>Assignment</i>
1	1st meeting	Introduction to international negotiations and conflict resolution	Culture journal (throughout)
	2nd meeting	Impact of culture on organizations	Reading 1 st chapter – N. Adler
2	1st meeting	Gert Hofstede's four cultural dimensions	Case Study 1
	2nd meeting	Edward Hall's theories of culture	Chapter 2 — N. Adler
3	1st meeting	Ethnocentric behavior	
	2nd meeting	Stereotypes	Chapters 2,3 — P. Schmidt
4	1st meeting	Communicating across cultures	Case Study 2
	2nd meeting	U.S. & German communication styles	Chapter 3 — N. Adler
5	1st meeting	Intercultural competence	Chapter 7 — P. Schmidt
	2nd meeting	Conflict resolution in multicultural teams	Chapter 4 — N. Adler
6	1st meeting	Global leadership	
	2nd meeting	Motivation and decision making	Chapter 6 — N. Adler
7	1st meeting	Negotiation Process and Tactics	Case Study 3
	2nd meeting	Negotiating Successfully	Chapter 6 — N. Adler
8	1st meeting	Understanding cultures as systems	Chapter 4 — P. Schmidt
	2nd meeting	Culture and business communication	Ethnographic Exercise 1
9	1st meeting	International business law and ethics	Chapter 6 — P. Schmidt
	2nd meeting	Regional profile: the Americans	Ethnographic Exercise 2
10	1st meeting	Regional profile: the Europeans	
	2nd meeting	Regional profile: the Asians	
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May 2004
Patrick Schmidt.