

Leadership and Management in A Global Environment: Negotiation and Decision Making in Cross-cultural Environment

1. Overview/Goal

By the end of unit 1 students should be able to understand negotiation in multicultural environment, five stages in negotiation process, and how to succeed in cross-cultural negotiation.

By the end of unit 2 students should have learned about cross-cultural decision-making, cultural variables influencing decision-making, stages in decision-making, and managing conflict.

2. Competencies

Unit 1 - Students should have gained understanding of the process of negotiation and decision making in different cultures.

Unit 2 - Students should have gained understanding of decision-making process and conflict management in global environment.

Unit 1: Negotiation in Multicultural Environment

3.1. Pre-activity discussion / UNIT 1 – Negotiation in Multicultural Environment

In the beginning students are given handouts with the article about Google accused by a group of Belgian newspaper publishers Copiepresse of violating copyright law by publishing their articles on Google News. The teacher may read the case and ask a general question What do you think is the problem here? No content of the unit is revealed yet and students brainstorm based on their current knowledge.

ATTACHMENT 1:

Belgian Newspapers Ask Google for \$77.5 Million in Damages

QUESTION:

What do you think is the problem here?

SOURCES:

Article:

http://www.pcworld.com/businesscenter/article/146380/belgian_newspapers_ask_google_for_775_million_in_damages.html?tk=rl_noinform

Image source:

http://open.typepad.com/open/WindowsLiveWriter/GooglecoyaboutpayingFrenchpressagencyfor_D18D/image%7B0%7D%5B4%5D.png

4.1: Learning activity

(Slide 6): The history of negotiation goes back to bargaining between small European farmers and merchants who were primarily engaged in market trade based on voluntary exchange and guided by prices.

(PLEASE, CLICK ON THE PICTURE AND PLAY THE CLIP)

The clip presents characters from Monty Python movie “Life of Brian” and how they haggle (very comic scene).

SOURCES:

Video clip: <http://youtube.com/watch?v=3n3LL338aGA>

(Slide 7): Negotiation is a process in which two or more people or groups share their concerns and interests to reach an agreement of mutual benefit. In today’s business world negotiation is a part of everyday office life. Among two types of bargaining – Integrative and Distributive – the first is most used by managers in a global environment.

Integrative bargaining (Win-Win bargaining) - occurs when the two sides look not just for their own outcomes, but for favorable outcomes for both sides.

Distributive bargaining (Win-Lose bargaining) - used when the parties are trying to divide something up. What one party “wins” through hard bargaining comes at the expense of the interests or goals of the “losing” party.

In cross-cultural negotiation management’s ability to negotiate productively effects their ability to implement strategies. However, it is more complex to negotiate across borders because of the number of involved stakeholders (a person or a system who affects organization).

Cross-cultural Negotiation is about more than just how foreigners close deals. It involves looking at all factors that can influence the proceedings (communication cultural differences), including aspects like:

- Eye Contact
- Personal Space & Touch
- Time
- Meeting & Greeting
- Gift-Giving

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

<http://www.britannica.com/eb/topic-166199/distributive-bargaining>

<http://www.kwintessential.co.uk/cultural-services/articles/cross-cultural-negotiation.html>

<http://www.uwlax.edu/faculty/ross/module3/integrative-1.htm>

Image source: <http://www.heritagegp.com/mw/images/negotiation.jpg>

(Slide 8): In the global environment, cultural differences produce great difficulties in the negotiation process. Ignorance of native bargaining customs, more than any other single factor, leads to unimpressive sales efforts. Important differences in the negotiation process from country to country include

1. the amount and type of preparation for a negotiation,

2. the relative emphasis on tasks versus interpersonal relationships
3. the reliance on general principles rather than specific issues, and
4. the number of people present and the extent of their influence.

In every instance, managers must familiarize themselves with the cultural background and underlying motivations of the negotiators—and the tactics and procedures they use—to control the process, make progress, and therefore maximize company goals.

To be effective in negotiating across borders managers need to be prepared and be familiar with cultural differences and expectations.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Janasz, S., Dowd, K. O. & Schneider, B. (2005). *Interpersonal Skills in Organizations*. McGraw-Hill/Irwin

(Slide 9): There are five stages in negotiation process: preparation, relationship building, exchange of task-related information, persuasion, and concession and agreement.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Image source: http://www.resolex.com/_inline/299/ADM_image.jpg

(Slide 10): Negotiator must familiarize themselves with the entire context and background of their counterparts, the specific subjects to be negotiated, and differences in culture, language, and environment. Managers must have an understanding of their own negotiating style and find out as much as possible about the kinds of demands that might be made, the composition of the opposing team, and the relative authority that the members possess. After that they can develop a profile of their counterparts and in order to succeed they consider different variables during this process.

In their negotiations over construction of the tunnel under the English Channel, UK and French representatives agreed to hold talks and alternate the site between Paris and London. At each site, the negotiators were to use established, local ways, including the language.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

www.englishbooster.com

(Slide 11): During relationship building many non-task events (social events, tours, and ceremonies) take place so that the parties can get to know one another, especially in China and Mexico. Negotiators must use words like “respect” and “mutual benefit” rather than language that would suggest arrogance, superiority, or urgency.

US negotiators are, generally speaking, objective about the specific matter at hand and usually want to waste no time in getting down to business and making progress. American efficiency often interferes with the patient development for a mutually trusting relationship - the cornerstone of Asian business agreements.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Image source: <http://www.cooltownstudios.com/images/businessgroup.jpg>

(Slide 12): During exchanging task related information stage each side makes a presentation and states its position, normally followed by a question-and-answer session. Once stage three begins the parties begin to present their positions and discussion follows so that a mutually beneficial solution can be found. Negotiators should focus not only on presenting their situation and needs but also on showing an understanding of their opponents' viewpoint. Focusing on the entire situation confronting each party encourages the negotiators to assess a wider range of alternatives for resolution, rather than limiting themselves to their preconceived, static positions. Researchers suggest that to be most effective, negotiators should prepare for meetings by practicing role reversal.

Mexicans - usually suspicious and indirect, presenting little substantive material

French - enjoy debate and conflict and will often interrupt presentations

Chinese - ask many questions and delve specifically into the details of a counterpart's presentation

Russians - put a lot of emphasis on protocol and expect to deal only with top executives

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

(Slide 13): During this stage both parties try to persuade the other to accept more of their position while giving up some of their own; there are recognizable tactics for this stage. US executives often report that Korean negotiators are often abusive, resulting in shouting matches, desk pounding, and chest beating. Familiar with the typical initial positions that various parties are likely to take, they know that the Russians and the Chinese generally open their bargaining with extreme positions, asking for more than they hope to gain, whereas the Swedes usually start with what they are prepared to accept. Research in the United States indicates that better end results are attained by starting with extreme positions. With this approach, the process of reaching an agreement involves careful timing of the disclosure information and of concessions. Most people who have studied negotiations believe that negotiators should disclose only the information that is necessary at a given point and that they should try to obtain information piece by piece to get the whole picture gradually without giving away their goals or concession strategy.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Image source: <http://www.pthink.com/BusinessProcessMatters01.jpg>

(Slide 14): In this stage each side will make various concessions so that an agreement can be reached and signed. Russians and Chinese generally open their bargaining with extreme positions, whereas the Swedes usually start with what they are prepared to accept. Americans take final contracts seriously, Russians often renege on their contracts, and Japanese consider a formal contract to be somewhat of an insult. Well-prepared negotiators

are aware of various concession strategies and have decided ahead of time what their own concession strategy will be.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

(Slide 15): Clearly there are many factors that need to be considered when approaching cross cultural negotiation. Through cross cultural negotiation training, business personnel are given the appropriate knowledge that can help them prepare their presentations and sales pitches effectively. By tailoring your behavior and the way you approach the negotiation you will succeed in maximizing your potential.

There are three interconnected aspects that need to be considered before entering into cross cultural negotiation.

The Basis of the Relationship: in much of Europe and North America, business is contractual in nature. Personal relationships are seen as unhealthy as they can cloud objectivity and lead to complications. In South America and much of Asia, business is personal. Partnerships will only be made with those they know, trust and feel comfortable with. It is therefore necessary to invest in relationship building before conducting business.

Information at Negotiations: Western business culture places emphasis on clearly presented and rationally argued business proposals using statistics and facts. Other business cultures rely on similar information but with differences. For example, visual and oral communicators such as the South Americans may prefer information presented through speech or using maps, graphs and charts.

Negotiation Styles: the way in which we approach negotiation differs across cultures. For example, in the Middle East rather than approaching topics sequentially negotiators may discuss issues simultaneously. South Americans can become quite vocal and animated. The Japanese will negotiate in teams and decisions will be based upon consensual agreement. In Asia, decisions are usually made by the most senior figure or head of a family. In China, negotiators are highly trained in the art of gaining concessions. In Germany, decisions can take a long time due to the need to analyze information and statistics in great depth. In the UK, pressure tactics and imposing deadlines are ways of closing deals whilst in Greece this would backfire.

In his studies of cross-cultural negotiations, Graham observed that the Japanese feel uncomfortable when faced with the Americans' eye-to-eye posture. They are taught since childhood to bow their heads out of humility, whereas the automatic response of Americans is "look at me when I'm talking to you!"

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

<http://www.kwintessential.co.uk/cultural-services/articles/cross-cultural-negotiation.html>

Images sources: <http://isrl.cs.byu.edu/images/Handshake-M.jpg>

<http://www.evolvebusinesstraining.co.uk/bm/bm~pix/negotiating~s60x60.jpg>

<http://www.businesstrainingworks.com/images/Course%20Outline/14-Negotiation.gif>

(Slide 16): Most people make the mistake of assuming there is a single list of "tough negotiating tactics" that works with everyone. American managers tend to negotiating multi-million dollar deals with "hardball tactics". Often they say to their opponents "Is that the best you can do?" They like to negotiate fast and I like to win. However, it is important to ask oneself "What is the personality style and culture of the other person and how does that affect how he or she negotiates?" Not every person negotiates from the same point of view. Each person has a different stake in a negotiation and we need to know what concerns the other party the most. It is also crucial to know what our own style is. Most people negotiate in the style they are most comfortable with and they try to bring the other party around to their way of thinking.

E.g.

Henry in Los Angeles and Hiroshi in Tokyo both like Armani suits, baseball, Mozart, and good Bordeaux. But Henry recently spoke for days with Hiroshi, his potential business partner, and yet the barriers between them were never broached - and the deal didn't get inked. The problem had to do with different conceptions of the negotiation process itself and misinterpretations of the other's behavior. For Henry, negotiation is about pushing through a deal, period. When Henry didn't think their discussion was moving forward as quickly as he thought it should, his arguments became increasingly forceful. Because Hiroshi read this as disrespect, the negotiation essentially ended days before their talks did.

Although globalized communications and marketing have made the world smaller in many ways, deep differences between cultures remain. Despite similar tastes, Henry and Hiroshi each approach negotiation in a way heavily conditioned by his national culture. Because they sat down at the table without understanding the other's assumptions about the negotiation process, all they ended up with was an impasse.

Negotiation is always a delicate business, requiring determination and diplomacy in equal measure. But finessing a cross-cultural negotiation is a particular challenge.

The image on the slide presents negotiation styles of 3 different cultures (Japan, North America, and Latin America).

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

<http://www.hodu.com/success-negotiating.shtml>

<http://hbswk.hbs.edu/archive/3401.html>

(Slide 17): The slide presents tips that can help put together a deal with a foreign partner. All the above in one way or another will impact cross cultural negotiation and can only be learnt through cross cultural training. Doing or saying the wrong thing at the wrong time, poor communication and cross cultural misunderstandings can all have harmful consequences.

Cross cultural negotiation training builds its foundations upon understanding etiquettes and approaches to business abroad before focusing on cross cultural differences in negotiation styles and techniques.

Eye Contact: In the US, UK and much of northern Europe, strong, direct eye contact conveys confidence and sincerity. In South America it is a sign of trustworthiness. However, in some cultures such as the Japanese, prolonged eye contact is considered rude and is generally avoided.

Personal Space & Touch: In Europe and North America, business people will usually leave a certain amount of distance between themselves when interacting. Touching only takes place between friends. In South America or the Middle East, business people are tactile and like to get up close. In Japan or China, it is not uncommon for people to leave a gap of four feet when conversing. Touching only takes place between close friends and family members.

Time: Western societies are very 'clock conscious'. Time is money and punctuality is crucial. This is also the case in countries such as Japan or China where being late would be taken as an insult. However, in South America, southern Europe and the Middle East, being on time for a meeting does not carry the same sense of urgency.

Meeting & Greeting: most international business people meet with a handshake. In some countries this is not appropriate between genders. Some may view a weak handshake as sign of weakness whereas others would perceive a firm handshake as aggressive. How should people be addressed? Is it by first name, surname or title? Is small talk part of the proceedings or not?

Gift-Giving: In Japan and China gift-giving is an integral part of business protocol however in the US or UK, it has negative connotations. Where gifts are exchanged should one give lavish gifts? Are they always reciprocated? Should they be wrapped? Are there numbers or colors that should be avoided?

SOURCES:

<http://www.kwintessential.co.uk/cultural-services/articles/cross-cultural-negotiation.html>

http://www.beyondintractability.org/essay/culture_negotiation/

(Slide 18): Skillful global managers must assess many factors when managing negotiations. They must understand the position of their opponents in regard to their goals, whether they are represented by principles or specific details. They should have the ability to recognize the relative importance attached to completing the task versus developing interpersonal relationships. Managers also must know the composition of the teams involved, the power allotted to the members, and the extent of the teams' preparation. In addition, they must grasp the significance of personal trust in the relationship.

Successful management of intercultural negotiations requires the manager

- 1) To gain specific knowledge of the parties in the upcoming meeting
- 2) To prepare accordingly to adjust to and control the situation
- 3) To be innovative

This slide illustrates the relationships among the factors of cross-cultural negotiation.

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

5.1. Post-activity discussion / UNIT 1 – Negotiation in Multicultural Environment

In the beginning students were given handouts with the article about Google accused by a group of Belgian newspaper publishers Copiepresse of violating copyright law by publishing their articles on Google News. The teacher may read the case and ask a general question “What do you think is the problem here?”, What stages of negotiation did Copiepresse and Google go through? What factors influenced the situation? What factors influenced the situation in your opinion?

ATTACHMENT 1:

Belgian Newspapers Ask Google for \$77.5 Million in Damages

QUESTIONS:

What do you think is the problem here?

What stages of negotiation did Copiepresse and Google go through?

What factors influenced the situation in your opinion?

SOURCES:

Article:

http://www.pcworld.com/businesscenter/article/146380/belgian_newspapers_ask_google_for_775_million_in_damages.html?tk=rl_noinform

Image source:

http://open.typepad.com/open/WindowsLiveWriter/GooglecoyaboutpayingFrenchpressagencyfor_D18D/image%7B0%7D%5B4%5D.png

Unit 2: **Decision Making in Global World**

3.2. Pre-activity discussion / UNIT 2 – Decision Making in Global World

In the beginning students are given handouts with the article about Apple’s process of designing iPhone and decisions they made during that time. The teacher may read the case and ask a general question “What kind of decisions did Apple executives make?”) No content of the unit is revealed yet and students brainstorm based on their current knowledge.

ATTACHMENT 2:

How Apple kept its iPhone secrets

QUESTION:

What kind of decisions did Apple executives make?

SOURCES:

Article: http://money.cnn.com/2007/01/10/commentary/lewis_fortune_iphone.fortune/index.htm

Image source: <http://techdigest.tv/apple-iphone-in-hand-thumb.jpg>

4.2: Learning activity

(Slide 23): (PLEASE, CLICK ON THE PICTURE AND PLAY THE CLIP)

Young Muslim's Hijab Decision. The clip presents 16 year old Muslimah talks to her parents about her decision to wear hijab full-time.

After the clip a question may be asked: Is Muslimah being faced with any cultural issues while her making a decision?

SOURCES:

Video clip: <http://youtube.com/watch?v=edZzSAeV8v4>

(Slide 24): Cross-cultural communication and cooperative decision-making, play very important roles in today's multinational management. The world has become small and all big corporations have become cosmopolitan and people from all parts of the world, coming from diverse backgrounds come and work together towards one goal – success of the organization. Communication is the key to success of a group and big companies are encouraging training for the employees to help them understand different cultures. Communication needs to be smooth and open or the group efforts in decision-making will not be possible. The success of a corporation depends on effectiveness the members have in making decisions and solve problems as a group.

Decision making is a process then by which several possibilities considered and prioritized, resulting in a clear choice of one option over others. Decision making aids managers in identifying and selecting among potential opportunities, helping them solve immediate problems and make future problems more manageable. In cross-cultural environment it is especially crucial since corporations are exposed to cultural differences on daily basis. Culture affects decision making both through the broader context of the nation's institutional culture, which produces collective patterns of decision making, and through culturally based value systems that affect each individual decision maker's perception or interpretation of a situation. Decision making is influenced by cultural variables: **(1)** whether a country assumes an objective approach or subjective approach (Western approach is based on rationality, Latin Americans are more subjective basing decision on emotions), **(2)** risk tolerance of those making the decision (Belgium, Germany and Austria have lower tolerance for risk than people from Japan or the Netherlands), **(3)** the manager's perception of the locus of control over outcomes (internal or external locus) (American managers believe in self-determination and believe they are in control, but managers from Indonesia do not believe that they can control or change problem situations), and **(4)** how managers feel about staying with familiar solutions or trying new ones (managers from Europe value decisions based on past experiences and tend to emphasize quality, American managers are future oriented and look at new ideas).

SOURCES:

Janasz, S., Dowd, K. O. & Schneider, B. (2005). *Interpersonal Skills in Organizations*. McGraw-Hill/Irwin
Whitely, W. G. & England, W. (1980). Variability in common dimensions of managerial values due to value orientation and country differences. *Personnel psychology*, 33, 77-89.

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

<http://www.blurtit.com/q278867.html>

Images: <http://i184.photobucket.com/albums/x304/tpc0470/considerindecisions.jpg>

(Slide 25): There are 7 basic stages in decision-making process. They are as follows:

Identify the core issues – managers need to determine your objective, stating clearly and specifically what they want the end result to be.

Determine the decision-making approach – managers need to establish a course of action before attempting to make the decision; the act of discussing a potential process paves the way for consideration of options that might not otherwise have surfaced.

Generate options – making decisions implies that more than one option is available; managers need to be creative and brainstorm as many potential alternatives or solutions as possible.

Research options – managers are unable to move forward and make a decision if they don't have the information needed; they need to take time to gather data to increase their confidence in decision they made

Evaluate options – managers need to assess the pros and cons of each option, the gains that would be derived from each of them and any limitations that are inherent in each option.

Reach a decision – managers need to do a self-realization to make sure the decision they're making is one they can live with; they need to determine which option best meets the overall needs.

Implement and monitor the decision – managers should take the time to plan and monitor the made decision to make sure it is resulting in the outcome that was expected.

SOURCES:

Janasz, S., Dowd, K. O. & Schneider, B. (2005). *Interpersonal Skills in Organizations*. McGraw-Hill/Irwin

(Slide 26): Having an understanding of the Japanese decision making process is vital for any manager that will be working within this country. This understanding will come from having an understanding that the Japan's national culture is one that is based on relationships, and team work. Americans are used to a centralized system, where major decisions are made by upper-level managers in a top-down approach typical of individualistic societies. The Japanese process, however, is dispersed throughout the organization, relying on group consensus.

SOURCES:

Image: <http://china.kylereed.com/Japan/JapaneseBusinessmen.jpg>

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

(Slide 27): A Japanese concept of the decision-making was tried in U.S. companies. Traditional American style decision-making and traditional Japanese style decision-making differ in one crucial aspect: that of where the decision originates. American organizations have had a top-down decision-making process where the highest-level appropriate executive originates the decision (perhaps asking for input from others - perhaps not) and hands the decision down as a mandate for everyone to follow. On the other hand, traditional Japanese style decisions originate at operating levels and are supported, coordinated and approved by management over a period of time - a sort of bottom-up process.

SOURCES:

<http://www.winadvisorygroup.com/Who'sReallyRunningShow.html>

Image source: <http://www.mirror-service.org/sites/home.ubalt.edu/ntsbarsh/Business-stat/opre/OrganizationDM.gif>

(Slide 28): Much of the negotiation process is fraught with conflict which can often lead to a standoff, or a lose–lose situation. This is regrettable, not only because of the situation at hand, but also because it probably will shut off future opportunities for deals between the parties. Much of the cause of such conflict can be found in cultural differences between the parties - in their expectations, in their behaviors, and particularly in their communication styles. There are two approaches to conflict in global business world instrumental oriented and expressive oriented.

Instrumental oriented conflict - an approach to conflict in which parties tend to negotiate on the basis of factual information and logical analysis (American way, negotiators draw a distinction between the people involved and the info/opinions they represent)

Expressive oriented conflict- conflict that is handled indirectly and implicitly, without clear delineation of the situation by the person handling it (Middle East way, etc. situation is handled indirectly and implicitly, don't want to get in a confrontational situation because its regarded insulting and would cause loss of face).

SOURCES:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall

Image source: <http://www.cel.sfsu.edu/images/programs/conflict/conflict-management-argue.jpg>

5.2. Post-activity discussion / UNIT 2 – Decision Making in Global World

In the beginning students were given handouts with the article about Apple's process of designing iPhone and decisions they made during that time. The teacher may read the case and ask questions: What kind of decisions did Apple executives make? What were the reasons for making these decisions? What approach to conflict did Apple represent?

ATTACHMENT 2:

How Apple kept its iPhone secrets

QUESTION:

What kind of decisions did Apple executives make?

What were the reasons for making these decisions?

What approach to conflict did Apple represent?

SOURCES:

Article: http://money.cnn.com/2007/01/10/commentary/lewis_fortune_iphone.fortune/index.htm

Image source: <http://techdigest.tv/apple-iphone-in-hand-thumb.jpg>

6. Assignment specifications

Choose two countries that have two different negotiation styles. Analyze the differences between them in terms of global negotiation: eye contact, personal space & touch time, meeting & greeting, and gift-giving. Create brief fictitious case study about these two

countries doing business. Explain what differences in your opinion would affect negotiation process and its stages. Would they make good business partners (when/why)?

7. Post activity discussion

- What are negotiations and what are the stages?
 - How can businesses succeed on the global arena?
 - What are cultural variables influencing decision-making?
 - What are the stages in decision-making?
 - What are the differences between Japanese and American decision-making processes?
-

8. Assessment

1. Integrative bargaining (win-win bargaining) occurs when
 - a. two sides look not just for their own outcomes, but for favorable outcomes for both sides
 - b. the parties are trying to divide something up
 - c. the parties are trying to win an award
 - d. none of the above
2. In relationship building stage:
 - a. managers must have an understanding of their own negotiating style
 - b. parties take time to build mutual trust before starting business discussions
 - c. each side makes a presentation and states its position
 - d. parties try to persuade the other to accept more of their position while giving up some of their own;
3. What aspect do managers need to consider before entering negotiation?
 - a. the basis of the relationship
 - b. information at negotiations
 - c. negotiation styles
 - d. all of the above
4. Three of seven decision-making stages include:
 - a. determine the decision-making approach, evaluate company's performance, reach a consensus
 - b. generate options, generate options, research options
 - c. identify the core issues, generate options, reach a decision
 - d. implement and monitor the decision, evaluate options, evaluate options

9. References

Books:

- Deresky, H. (2005). *International Management: Management Across Borders and Cultures*. Pearson/Prentice Hall
- Janasz, S., Dowd, K. O. & Schneider, B. (2005). *Interpersonal Skills in Organizations*. McGraw-Hill/Irwin
- Whitely, W. G. & England, W. (1980). Variability in common dimensions of managerial values due to value orientation and country differences. *Personnel psychology*, 33, 77-89.

Electronic articles and presentations:

- Belgian Newspapers Ask Google for \$77.5 Million in Damages
http://www.pcworld.com/businesscenter/article/146380/belgian_newspapers_ask_google_for_77_5_million_in_damages.html?tk=rl_noinform
- Cross Cultural Negotiation
<http://www.kwintessential.co.uk/cultural-services/articles/cross-cultural-negotiation.html>
- Integrative Bargaining
<http://www.uwlax.edu/faculty/ross/module3/integrative-1.htm>
- Success Negotiating: How to Leave With More Than What You Wanted
<http://www.hodu.com/success-negotiating.shtml>
- How to Steer Clear of Pitfalls in Cross-Cultural Negotiation - Tips for Avoiding Misunderstandings When Negotiating Cross-Border Deals
<http://hbswk.hbs.edu/archive/3401.html>
- Culture-Based Negotiation Styles
http://www.beyondintractability.org/essay/culture_negotiation/
- How Apple kept its iPhone secrets
http://money.cnn.com/2007/01/10/commentary/lewis_fortune_iphone.fortune/index.htm
- Who's Really Running the Show?
<http://www.winadvisorygroup.com/Who'sReallyRunningShow.html>

Websites:

- <http://www.britannica.com/eb/topic-166199/distributive-bargaining>
www.englishbooster.com
<http://www.blurtit.com/q278867.html>

Image source:

- http://open.typepad.com/open/WindowsLiveWriter/GooglecoyaboutpayingFrenchpressagencyfor_D18D/image%7B0%7D%5B4%5D.png
- <http://www.cooltownstudios.com/images/businessgroup.jpg>
- <http://www.pmthink.com/BusinessProcessMatters01.jpg>
- <http://isrl.cs.byu.edu/images/Handshake-M.jpg>
- <http://www.evolvebusinesstraining.co.uk/bm/bm~pix/negotiating~s60x60.jpg>
- <http://www.businesstrainingworks.com/images/Course%20Outline/14-Negotiation.gif>
- <http://techdigest.tv/apple-iphone-in-hand-thumb.jpg>
- <http://i184.photobucket.com/albums/x304/tpc0470/considerindecisions.jpg>
- <http://china.kylereed.com/Japan/JapaneseBusinessmen.jpg>
- <http://www.mirror-service.org/sites/home.ubalt.edu/ntsbarsh/Business-stat/opre/OrganizationDM.gif>
- <http://www.cel.sfsu.edu/images/programs/conflict/conflict-management-argue.jpg>
- <http://www.heritagegp.com/mw/images/negotiation.jpg>
- http://www.resolex.com/inline/299/ADM_image.jpg

Movie clips:

<http://youtube.com/watch?v=3n3LL338aGA>

<http://youtube.com/watch?v=edZzSAeV8v4>

Appendix 1

SOURCE:

Belgian Newspapers Ask Google for \$77.5 Million in Damages

http://www.pcworld.com/businesscenter/article/146380/belgian_newspapers_ask_google_for_775_million_in_damages.html?tk=rl_noinform

Belgian Newspapers Ask Google for \$77.5 Million in Damages

A group of Belgian newspaper publishers wants Google to pay up to €49.2 million (US\$77.5 million) in damages for violating copyright law by publishing their articles on Google News and caching their web pages. It made the claim in a court summons served last week, and made public on Wednesday. The Belgian publishers' group Copiepresse first filed suit over the Google News service in April 2006. "We entered in negotiations with Google to reach an agreement, but they have now failed," said Margaret Boribon, secretary general at Copiepresse. Now Copiepresse is asking for between €32.8 million and €49.2 million in damages, and wants Google to appear in court on Sept. 18 at a hearing to decide whether the newspapers' copyright was infringed and to rule on the claim for damages, according to the summons. If Google contests the claims, Copiepresse wants the court to review Google's server logs going as far back as 2001, to see how many readers have consulted its members' news articles.

Since 2006 the case has been moving forward, slowly. The Court of First Instance in Brussels sided with Copiepresse in September that year, ordering Google to remove the Belgian websites from Google News and its main search engines, which it did. The court reaffirmed its decision in February 2007, but Google appealed. Last May, Google added links to Belgian newspaper sites in its main search results, one of the conditions from Copiepresse to start the now failed negotiations, according to Boribon. The Belgian publishers are still open to a settlement, said Boribon. "All we want is to reach a fair agreement with Goggle, but if that fails we will go on with every possible procedure," she said. Google, however, still insists that Google News and Google web search are legal, and that it hasn't violated Copiepresse's copyright. "This is why we are appealing the February 2007 ruling. We consider that this new claim for past damages is groundless and we intend to vigorously challenge it," said a spokeswoman.

Appendix 2

SOURCE:

Larry How Apple kept its iPhone secrets

http://money.cnn.com/2007/01/10/commentary/lewis_fortune_iphone.fortune/index.htm

Two years ago, Jobs and Cingular's chief executive, Stan Sigman, got together to forge a multiyear pact to work together on the iPhone. The Apple phone didn't even exist as a sketch at that point, but apparently Sigman trusted that Jobs and Apple would deliver on their promise to revolutionize the mobile handset. And Apple trusted Cingular not to meddle in the hardware or feature design. "They let Apple be Apple," one Apple executive said. Cingular worked with Apple software developer on breakthrough features like visual voicemail - the ability to see a list of voicemail messages in a list and choose to listen to them in any order, instead of sequentially, as most carriers require today - while Apple focused on what it does best, the close integration of elegant hardware design with powerful but simple-to-use software. Even so, Apple didn't show Cingular the final iPhone prototype until just weeks before this week's debut. In some cases, Apple crafted bogus handset prototypes to show not just to Cingular executives, but also to Apple's own workers. Meanwhile, Jony Ive, Apple's design guru, was refining the sleek, final design. At the Macworld keynote, with Cingular's Sigman on stage with him, Jobs hinted again that the exclusive, multiyear partnership with Cingular would yield more phones than just the two iPhone models unveiled today. (The two are basically identical: A \$499 device with four gigabytes of internal memory, and a \$599 version with eight gigabytes.)

In the end, Apple decided to reveal the iPhone several months ahead of its official June launch because it could not keep the secret any more. Apple has to file with the Federal Communications Commission (FCC) for the permits needed to operate the iPhone, and once those public filings are made, Apple has no control over the release of that information. So, Jobs said, he made the decision to have Apple tell the world about its new phone, rather than the FCC. Pillow talk was a challenge at the other end of the spectrum. Keeping secrets from loved ones is especially hard. Those stresses were amplified by the frantic race over the past half year to get the iPhone ready for launch. As Macworld approached, dinners were missed, kids were not tucked in properly, and family plans were disrupted, especially over the holidays. And for what? "Sorry, that's classified" is not considered a satisfactory answer in many households when Mom or Dad misses the school play or the big wedding anniversary dinner. Phil Schiller, Apple's head of marketing and one of the few Apple executives involved with the project from the start, said he had to keep the iPhone development secret even from his wife and children. When he left home for the official unveiling yesterday, Schiller said, his son asked, "Dad, can you finally tell us now what you've been working on?" Jobs paused during the keynote to acknowledge the strain and sacrifices that the past months have brought not just for the employees who kept the secrets so well, but also for their families. "We couldn't have done it without you," he said, with obvious sincerity.