

Truly Global Focus. Truly Global Delivery.

Executive Certificate in Global Negotiations

Develop your understanding of global leadership success strategies and the skills to enhance your leadership effectiveness. Use these skills to define and implement strategies that will transform your business. Gain the knowledge and skills to analyze and develop a global leadership plan to inspire teamwork, leadership, and effective collaboration. The three-course online certificate program consists of:

CROSS-CULTURAL COMMUNICATION

- Understand different levels of culture by improving self-awareness and communication skills through the examination of your cultural orientation.
- Enhance your capacity to work in global teams and improve your ability to give feedback to team members.
- Examine how global diversity and inclusion will impact your company, and learn how to leverage individual contributions to foster creative problem-solving.

DYNAMICS OF GLOBAL NEGOTIATIONS

- Evaluate the impact of using “Power Over” versus “Power With” in developing your negotiation strategy.
- Distinguish different types of negotiation approaches through stages and phases, and understand the importance of preparation and trust in a multicultural context.
- Recognize cultural, situational, and social factors of virtual negotiations by understanding the surprises of social distance.

MANAGING CONFLICT WITH A GLOBAL MINDSET

- Understand how the attributes of a “global mindset” affect global negotiation and conflict management by identifying different frameworks of conflict styles.
- Identify and understand the implications of cultural orientations when choosing an alternative dispute resolution.
- Utilize mediation to identify social dimensions and problem-solving skills to achieve a win-win settlement.

CERTIFICATE DETAILS

Get a world-class global education. Anytime, anywhere.

TUITION COST (USD)

\$1,980 per course
\$4,752 per 3-course track (a 20% savings)
Corporate pricing available for groups of three or more.

COURSE CREDIT

3 Continuing Education Units per course
9 Continuing Education Units per executive certificate

VIEW THE DEMO

Experience the certificate programs at:
online.thunderbird.edu/demo

CERTIFICATE FACULTY



The Cross-Cultural Communication course was developed by Thunderbird Professor Denis Leclerc, Ph.D. Dr. Leclerc's research is focused on intercultural communication competence and global negotiation. He has consistently been voted the most outstanding faculty member by Thunderbird students.



The Dynamics of Global Negotiations and Managing Conflict with a Global Mindset courses were developed by Thunderbird Professor Karen S. Walsh, Ph.D. Dr. Walsh has an academic background in international negotiation, cultural competencies, and global mindset. She is also the author of, *Seize the Sky: 9 Secrets of Negotiation Power*.

Comprehensive curriculum. Quality instruction.

WHY THUNDERBIRD ONLINE

World-class continuing education from Thunderbird, the world's #1 ranked school in international business. Professional development on your schedule with 100% online content. Access to the highest quality academic experience with no related travel expense.

CERTIFICATE FACULTY

Thunderbird's faculty are recognized for their innovative teaching methods, global best business practices, ground-breaking research and commentary, and viewpoints on all aspects of international business.

ENHANCE YOUR GLOBAL SKILL SET

Thunderbird Online's facilitated professional development programs are designed for busy professionals around the globe including:

- 🌐 **WORKING PROFESSIONALS:**
Improve your marketability in today's competitive global marketplace
- 🌐 **EXPERIENCED EXECUTIVES:**
Further expand your knowledge in a specific global business focus area
- 🌐 **POTENTIAL DEGREE CANDIDATES:**
Get a sample of the top-ranked Thunderbird degree curriculum



CERTIFICATE FORMAT

Each 8-week online course consists of:

- 2 - 3 hours of content per week
- Video lectures & podcasts
- Case studies & vignettes
- Interactive, multimedia activities
- Quizzes & checkpoint questions
- Facilitated discussion forums
- Global networking opportunities
- End-of-course assessment

PARTICIPANT TESTIMONIAL

"The Executive Certificate in Global Negotiations was eye opening for me, and the course material has been right on the money. I have absolutely loved this certificate and know that I have learned so much that I can apply to my daily activities. It has also fueled my desire to know even more about negotiations and its processes. I look forward to my next Thunderbird course!"

Certificate Format

Each 8-week online course provides 2-3 hours of content per week and consists of the following methodologies.



Coursework and learning objectives:

Each weekly course segment clearly indicates the week's specific learning objectives, interactive activities, video lectures, and case studies.



Case studies:

Intensive case analyses enable you to apply the concepts learned to real-life examples.



Lecture capture software:

Thunderbird faculty lectures and presentations reinforce your weekly learning material.



Facilitated discussion boards:

Forums are facilitated by subject matter experts and are designed to promote discussion with your fellow global business professionals.



Interactive multimedia activities:

Interactive activities are designed to provide you with a hands-on approach to strengthen your understanding of the course material.



Quizzes and assessments: Online quizzes and checkpoint questions help to determine your understanding of the course material.

ABOUT THUNDERBIRD

Thunderbird is the world's #1 ranked school of international business with nearly 70 years of experience developing leaders with the global mindset, business skills, and social responsibility necessary to create real, sustainable value for organizations, communities, and the world. Learn more: www.thunderbird.edu



A unit of the Arizona State University Knowledge Enterprise



Syllabus Course 1: Cross-Cultural Communication

Week 1: Cross-Cultural Communication in the 21st Century

- Explore the complex set of challenges in defining culture.
- Understand what cultural competence means.
- Identify the cultural competencies necessary for successful global business practices.

Week 2: Self-Awareness and Knowing Your Cultural Orientation

- Gain insight into your own work style and cultural preferences.
- Develop action plans for building effective skills and cultural agility.
- Establish action plans to enhance your cognitive, affective, and cross-cultural teamwork mindfulness.

Week 3: Global Teams and Communication Analysis

- Gain insight into the complexity of team communication.
- Develop action plans for building effective leadership communication skills.
- Understand the balance between similarity and differences when it comes to communication.

Week 4: Open Attitude (Stereotypes and Generalizations)

- Distinguish the differences between stereotypes and generalizations when assigning particular cultural orientations to a society, group, organization, team, or individual.
- Examine the ways in which stereotypes impact perceptions and reactions in a classroom and in an organization.

Week 5: Diversity and Inclusion

- Examine how global diversity and inclusion bring advantages to a company and understand their impact on an integrated and global workforce.
- Learn how to leverage individual contributions to foster creative problem solving.

Week 6: Global Leadership and Style Switching

- Learn how to navigate and adapt to cultural diversity of teams and business relationships.
- Assess and prepare for the positive effect of culture.
- Understand the importance of “rules” in people’s behaviors.

Week 7: Feedback in Cross-Cultural Settings

- Learn how to engage and influence other team members by preparing for the positive effect of culture.
- Recognize a leader’s responsibility to design a team and facilitate its processes.
- Understand that core values are deeply held and govern how we behave.

Week 8: Global Team Challenges

- Learn how to anticipate cross-cultural misunderstandings and understand the meaning of authentic leadership.
- Experience how to work in a matrix organization and how to map different stakeholders.
- Explore the emergence of “the matrix” driven by the increase of teams - virtual, project, cross-functional, and global.
- Analyze communication conflicts from multiple viewpoints (“yours” vs. “theirs”).



Syllabus Course 2: Dynamics of Global Negotiations

Week 1: Introduction to Global Negotiations "Power Over" versus "Power With"

- Identify the various definitions of a negotiation situation.
- Describe unique challenges for global negotiators and understand the difference between international, multinational, and global challenges.
- Evaluate the impact of using "Power Over" versus "Power With" in developing your negotiation strategy.

Week 2: Trust and Preparation

- Recognize negotiation approaches and nature of trust.
- Understand negotiation power, influence, and trust in a multicultural context.
- Describe the importance of negotiation planning, goal setting, and strategy.
- Utilize the planning framework to evaluate the "who" during pre-negotiation preparation.
- Develop an inclusive approach to negotiations based on your understanding of yourself and your counterpart.

Week 3: Understanding Self and Strategic Choices in a Cultural Context

- The Why: Shift from egoist to a socio-centric point-of-view of self-interest in negotiating.
- The What: Be able to use leverage in the "Power Over" versus "Power With" approaches.
- The What: Recognize the difference between rights-based versus interests-based negotiation through legal behavior and rights.
- Complete the "who", "why", "what", and "if" of the planning framework.

Week 4: Designing a Strategy to Win

- Analyze the "hardball" and problem-solving tactics you will use to plan your negotiation strategy.
- Develop a strategy for "how," understand the difference between coercive and manipulative versus inclusive and problem-solver tactics.
- Plan ahead for an inclusive strategy, and anticipate tactics for your negotiating strategy.

Week 5: The Virtual Negotiation: Surprises and Social Distance

- Recognize cultural, situational, and social factors of virtual negotiations.
- Distinguish social distance, and learn how to effectively respond in order to better understand the value of interdependency and risk-sharing within your own organization.
- Interpret how to gain confidence and competency through dialogue, problem-solving, and the power of understanding.
- Recognize why it is important to perform cultural due diligence.
- Identify ways to engage in dialogue and style-switching.
- Determine when to engage in coaching and mentoring, and giving and receiving feedback in internal negotiations.

Week 6: Introduction to Phases and Preliminary Steps

- Understand how to take preliminary steps to establish a positive relationship.
- Distinguish how to express optimism about the outcome of an agreement.
- Discover how to address areas of agreement and common interests.
- Anticipate ways to clarify issues and establish curiosity through mutual involvement and confidence.

Week 7: Opening and Exploration Phases

- Learn how to move to the opening stage of the negotiation by effectively stating your opinion.
- Develop the ability to support your proposal with conviction.
- Understand how to listen to truly comprehend the counterpart's proposal.
- Summarize the agreement and problems, and ensure they all are recognized.
- Prepare to share 'hidden' information, and ask about alternative ways to meet your counterpart's needs.

Week 8: Closing Stage and Wrap Up

- Understand how to close your negotiation with reasonable offers rather than one-sided offers.
- Learn how to suggest additional trades to close gaps.
- Determine next steps and establish benefits for all parties.
- Anticipate ways to prepare for future negotiation issues and behaviors.

Syllabus

Course 3: Managing Conflict with a Global Mindset

Week 1: Introduction to Global Mindset Attributes and Conflict Management

- Recognize why negotiation is a form of conflict management.
- Identify the global mindset attributes.
- Understand how culture impacts conflict management.
- Recognize effective, ineffective, and key psychological behaviors that impact multicultural negotiations.

Week 2: Framework for Conflict Styles

- Identify frameworks of conflict management approaches.
- Describe the five styles of conflict management.
- Determine individual preferred approach to conflict management.

Week 3: Negotiation as Conflict Management

- Identify problem-solving communication for difficult conversations.
- Examine how negotiators can adopt a framework of problem-solving communication.
- Recognize the strategy of negotiation as a conflict management approach.
- Explore how problem-solving can be a source of power in conflict situation.

Week 4: Embracing Tension in Conflict Management

- Identify how to best match your conflict management style with the situation and cultural levels.
- Understand the importance of style switching.
- Learn how to embrace tension in conflict management.

- Gain access to utilize the Cultural Orientations Indicator® self-reporting tool designed to foster self-awareness and other-awareness so you can effectively communicate and collaborate in a global team environment. This is available for 1 year from the start of your first course.
- Utilize ExpertNegotiator® web-based software to help plan and enhance your negotiation strategy. This is available for 1 year from the start of your first course.
- Receive these tools when you register for the Executive Certificate in Global Negotiations 3-course track.

Week 5: Alternative Dispute Resolution

- Identify and understand the trigger points in alternative dispute resolution.
- Recognize when to defer to a lawyer through litigation and when to seek to resolve a conflict through alternative dispute resolution.
- Learn how to consider the implications of cultural orientations and global mindset when choosing a dispute resolution path.
- Understand your global mindset deficiencies in the context of dispute resolution.

Week 6: Breakthrough Strategy with a Global Mindset

- Define breakthrough strategy and each of its five steps.
- Explain how to support the notion that the breakthrough strategy is a method of creating a problem-solving situation.
- Examine the role of emotional intelligence in the application of breakthrough strategy.

Week 7: Mediation as a Participant

- Understand the role of a third-party mediator and how it will help you in a breakdown or non-performance situation.
- Explore the role of psychological dimensions in conflict management.
- Identify social dimensions and problem-solving skills as a mediator.

Week 8: Mediation as a Mediator

- Learn how to conduct shuttle diplomacy through trust-building.
- Understand how to think and act as a mediator to achieve a win-win settlement.
- Distinguish good from bad choices in a mediation situation.