

C/ DETAILED OUTLINE

● Introduction

- ❖ **Outcome:** *Define key negotiation concepts and state focus, importance, structure of article.*
 - **Define the Concept of Negotiation (1-2 sentences):** Start by defining what negotiation entails in a general context.
 - **Example:** *"Negotiations occur when one party seeks to engage another to achieve specific goals, a process that involves mutual communication and decision-making." - (Ogliastri et al. 2020)*
 - **Mention the Scope of Negotiation Studies (1-2 sentences):** Briefly acknowledge the breadth of research on negotiation.
 - **Example:** *"A vast array of scholarly studies has explored various facets of negotiation, offering valuable insights into its many dimensions and influencing factors."*
 - **State the Focus of the Article (1-2 sentences):** Clearly articulate the specific aspects of negotiation that the article will focus on.
 - **Example:** *"This article will concentrate on the ethics and culture of negotiation, which emerged as particularly compelling topics during my studies."*
 - **Explain the Importance of the Chosen Topics (1-2 sentences):** Justify the significance of focusing on ethics and culture in negotiation.
 - **Example:** *"The importance of ethics and culture in negotiation cannot be overstated, as they significantly influence how negotiation processes are shaped and conducted."*
 - **Outline the Structure of the Article (1-2 sentences):** Describe how the article will be organized and what it will cover.
 - **Example:** *"In this article, I will provide theory-based interpretations of how ethics and cultural dynamics shape negotiation processes and reflect on my personal experiences and observations from the negotiation class exercises."*
 - **Link the Introduction to Personal Experience (1 sentence):** Conclude the introduction by connecting the topic to your personal experience.
 - **Example:** *"A vast array of scholarly studies has explored various facets of negotiation, offering valuable insights into its many dimensions and influencing factors."*

● Analysis

- Choose two aspects among **power**, **ethics**, **trust**, **reciprocity**, or **culture**.

● Suggested outline to resolve each point of the Analysis part

- Introduction to Selected Negotiation Dynamic (100 words)
 - Define the key term
 - Explain relevance in negotiation context
 - Discuss importance of understanding this dynamic
- Link Concept to Personal Experience in Class Exercise 1 (100 words)
 - Describe negotiation exercise
 - Share relevant personal experience/observation
 - Relate experience to concept to demonstrate understanding
- Connect Concept to Theoretical Models/Frameworks (100 words)
 - Introduce relevant theory/model
 - Explain how it connects to or explains the concept
 - Analyze personal experience through lens of theory
- Extend Analysis with Personal Experience in Class Exercise 2 (100 words)
 - Describe second negotiation exercise
 - Share related personal experience/observation
 - Demonstrate deeper understanding of concept in another context
- Strategies for Managing This Dynamic in Practice (100 words)
 - Suggest evidence-based strategies to address this influence
 - Advise how to leverage/mitigate impact in negotiations
 - Emphasize need for awareness and proactive management of this dynamic
- Concluding Statement (50 words)
 - Stress importance of understanding concept
 - Summarize key insights for personal practice
 - Set up next section

○ Example Ethics in Negotiation

- ❖ **Outcome**: *Explain ethical fading, connect to theory and personal experience. Discuss agents' role and strategies to mitigate issues.*

- **Main ideas: Ethical fading concept - Ethics fade when focus shifts from "should self" to "want self"**

- **Introduce the Concept of Ethics in Negotiation (1-2 sentences):** Begin by highlighting the importance of ethics in negotiation.
 - **Example:** *"Ethics play a crucial role in negotiation, impacting both the process and outcome. As discussed in our lecture and experienced in class exercises, ethical considerations often shape negotiators' actions and decisions."*
- **Describe the Phenomenon of Ethical Fading (1-2 sentences):** Explain the concept of ethical fading and its relevance in negotiation.
 - **Example:** *"A key concept is ethical fading, where ethical aspects of a decision are overshadowed by other objectives, leading to actions that deviate from one's values (Tenbrunsel and Messick 2004). This can result in negotiators unknowingly engaging in unethical behavior."*
- **Main ideas: Personal reflection - Our team unintentionally exaggerated house features**
 - **Reflect on Personal Experience in Class Exercise (1-2 sentences):** Share a personal experience from a class exercise that demonstrates ethical fading.
 - **Example:** *"In our exercise, our team had to sell an older house at a high price. Initially, we aimed to be honest about the house's condition, but as negotiations progressed, our focus shifted, leading to the exaggeration of the house's features."*
 - **Discuss the Conflict Between 'Should Self' and 'Want Self' (1-2 sentences):** Explain the internal conflict between a person's ethical ideals and practical considerations.
 - **Example:** *"During the preparation phase, we were guided by our 'should self,' focusing on ethical behavior and honesty. However, in the bargaining stage, our 'want self' took over, driven more by practicality and self-interest than by ethical considerations (Rees et al. 2019)."*
- **Main ideas: Loss framing - Can lead to unintentional unethical actions**
 - **Analyze the Impact of Contextual Elements on Ethical Decision Making (1-2 sentences):** Discuss how factors like losses and time constraints influence ethical actions.
 - **Example:** *"Prospect theory suggests that the framing of outcomes as losses or gains influences ethical decision-making. In a loss frame, negotiators are more likely to engage in riskier, potentially unethical actions (Gino and Margolis 2011)."*
 - **Reflect on How Ethical Fading Manifested in the Negotiation (1-2 sentences):** Apply the concept of ethical fading to explain actions during the negotiation.

- **Example:** *"In my case, the pressure to avoid a loss led to automatic exaggeration about the house, a clear instance of ethical fading where ethical considerations were overshadowed by the desire to minimize losses."*
- **Conclude with Insights on Ethical Fading (1-2 sentences):** Wrap up with a conclusion on the implications of ethical fading in negotiation.
 - **Example:** *"This experience underscores the subtle yet powerful impact of ethical fading in negotiations, where ethical breaches may occur unintentionally under the influence of contextual factors like loss framing and time pressure."*
- **Main ideas: Agents - Can displace responsibility and reduce ethical awareness**
 - **Discuss the Role of Agents in Negotiation (1-2 sentences):** Begin by explaining the advantages and disadvantages of using agents in negotiations.
 - **Example:** *"While agents in negotiations can offer expertise, emotional detachment, and flexibility, their involvement also brings complexities, such as increased costs and, notably, risks of information distortion and dishonesty (Rubin and Sander 1988)."*
 - **Highlight Research Findings on Agents' Unethical Practices (1-2 sentences):** Discuss findings related to unethical practices by agents.
 - **Example:** *"Studies, such as those by Robertson and Rymon (2001), indicate that buying agents are often willing to engage in unethical practices to secure favorable deals for their clients, leading to ethical dilemmas."*
 - **Explain the Concept of Ethical Fading with Agents (1-2 sentences):** Describe how ethical fading can occur when using agents.
 - **Example:** *"Paharia et al. (2009) found that when organizations outsource unethical tasks to third parties, the ethical implications may be overlooked both by the principals and the agents, leading to a decrease in ethical concerns and increasing the likelihood of ethical fading."*
- **Reflect on Personal Responsibility and Ethical Fading (1-2 sentences):** Share personal reflections on responsibility displacement and ethical fading.
 - **Example:** *"In my experience, employing agents allowed me to deflect responsibility for unethical actions, attributing them to the client's demands. This shift in responsibility made me less aware of my own ethical deviations."*
- **Discuss Strategies to Mitigate Ethical Fading (1-2 sentences):** Suggest strategies to recognize and prevent unethical actions in negotiations.

- **Example:** *"To combat ethical fading, it's crucial to remain vigilant about ethical considerations, especially in high-stakes negotiations. Slowing down and reflecting on the ethical aspects of decisions is a vital step in maintaining integrity (Rest 1986)."*
- **Emphasize the Importance of Collaborative Negotiation (1-2 sentences):**
Highlight the benefits of adopting a collaborative approach in negotiations.
 - **Example:** *"Adopting a collaborative negotiation style, which focuses on both process and outcomes, has been shown to reduce the likelihood of engaging in unethical behavior (Raiffa et al. 2002)."*
- **Conclude with Personal Career Implications (1-2 sentences):** Summarize how these insights apply to a future career in human resources.
 - **Example:** *"Understanding ethical fading is particularly relevant for my career as a human resource practitioner, where maintaining trust and an ethical work environment is paramount. Recognizing and preventing unethical behavior in recruitment and hiring is crucial to upholding the ethical climate of the organization."*

○ **Example Culture in Negotiation**

- ❖ **Outcome:** *Analyze cultural differences, fixed-pie judgement. Reflect on personal experience and long-term implications. Offer cross-cultural advice.*
- **Main ideas: Individualism vs Collectivism - Differing cultural values and priorities**
 - **Introduce Cultural Mechanisms in Negotiation (1-2 sentences):** Begin by discussing the role of cultural mechanisms in negotiation.
 - **Example:** *"My experiences in extracurricular activities have highlighted the significant influence of cultural mechanisms, particularly individualism and collectivism, on negotiation strategies and outcomes."*
 - **Explain Individualism and Collectivism in Negotiation (1-2 sentences):**
Describe the characteristics of individualism and collectivism in the context of negotiation.
 - **Example:** *"Individualistic cultures prioritize personal desires and interests in negotiations, while collectivistic cultures emphasize maintaining relationships and addressing the concerns of others involved in the negotiation (Gelfand and Christakopoulou 1999)."*
- **Main ideas: Personal experience - Negotiation challenges with Australian student**

- **Share a Personal Experience of Cultural Differences in Negotiation (1-2 sentences):** Reflect on a personal negotiation experience involving different cultural backgrounds.
 - **Example:** *"In a negotiation between my Vietnamese club and an Australian club, differences in cultural perspectives led to challenges in reaching a smooth agreement, underlined by differing priorities and behaviors."*

■ **Main ideas: Fixed pie judgement: Failed to recognize different interests and goals**

- **Discuss the Concept of Fixed-Pie Judgment (1-2 sentences):** Explain the concept of fixed-pie judgment and its impact on negotiation.
 - **Example:** *"This negotiation highlighted the fixed-pie judgment error, where negotiators assume their counterparts share the same priorities, potentially hindering mutually beneficial outcomes (Bazerman and Neale 1983; Thompson and Hastie 1990)."*
- **Analyze Cultural Differences in Fixed-Pie Judgment (1-2 sentences):** Delve into how individualistic and collectivistic cultures may differently perceive negotiation priorities.
 - **Example:** *"In individualistic cultures, negotiators may focus on their own goals, leading to a fixed-pie judgment, while in collectivistic cultures, there's a greater focus on understanding others' needs, reducing such judgment errors (Hofstede 1980; Zeffane 2020)."*

■ **Main ideas: Tactics and satisfaction - Individualist self-promotion caused dissatisfaction**

- **Reflect on Cultural Values in Negotiation Tactics (1-2 sentences):** Discuss how cultural values influence specific negotiation tactics.
 - **Example:** *"Individualistic negotiators, like my Australian counterpart, might employ high initial offers to signify personal ambitions, while collectivistic negotiators, representing my perspective, tend to avoid aggressive tactics to maintain relationships (Adair et al. 2001; Caputo et al. 2019)."*
- **Apply Cultural Theories to Personal Negotiation Experience (1-2 sentences):** Relate the theories of individualism and collectivism to your personal negotiation experience.
 - **Example:** *"In our negotiation, the Australian club's demands for extensive media support and tangible benefits reflected individualistic negotiation tactics, whereas I focused on proposals that benefited both"*

clubs without straining our resources, aligning with a collectivistic approach."

- **Discuss Self-Promotion in Individualistic Cultures (1-2 sentences):** Begin by explaining the tendency of self-promotion in individualistic cultures during negotiations.
 - **Example:** *"Negotiators from individualistic societies often exhibit self-enhancing behaviors, positioning themselves above others in negotiations, a trait less common in collectivist cultures (Caputo et al. 2019)."*
- **Reflect on Personal Experience with an Individualistic Negotiator (1-2 sentences):** Share a personal experience that highlights this cultural difference.
 - **Example:** *"In my negotiation with an Australian student, representing a more individualistic culture, he frequently highlighted his club's prominence and indirectly compared it to ours, leading to several discussions and mild controversies."*

■ **Main ideas: Insight - Need to understand own and counterpart's cultural orientations**

- **Analyze the Impact of Cultural Differences on Satisfaction (1-2 sentences):** Discuss how cultural differences affected your satisfaction with the negotiation outcome.
 - **Example:** *"Despite achieving objective results, the lack of acknowledgment of my values and interests by my counterpart left me less content with the negotiation outcome, reflecting the cultural gap in our approaches (Caputo et al. 2019)."*
- **Discuss Long-Term Implications of Cultural Differences (1-2 sentences):** Explain the potential long-term effects of these cultural differences in negotiation.
 - **Example:** *"Such subjective judgments could significantly impact future negotiations, especially those involving ongoing interactions, as satisfaction is linked to behaviors like agreement enforcement and decision to continue with the same party (Adair 2003)."*
- **Apply Cultural Insights to Personal and Professional Development (1-2 sentences):** Reflect on how understanding these cultural influences is beneficial for personal and professional growth.
 - **Example:** *"Recognizing how collectivistic and individualistic cultures shape negotiation behaviors is invaluable for my studies and future career. It's crucial to understand the strengths and limitations of our"*

own cultural orientation and that of our counterparts (Gelfand and Realo 1999)."

- **Offer Suggestions for Cross-Cultural Negotiation (1-2 sentences):** Provide advice for negotiating across different cultural backgrounds.
 - **Example:** *"For effective cross-cultural negotiation, it's important for each party to assess the problem, understand each other's priorities and perspectives, and explore feasible solutions (Han et al. 2012). Individualists should be aware that their approach might appear more aggressive, while collectivists may need encouragement to participate more actively (Volkema et al. 2016)."*

● **Example Trust as a fundamental factor in Negotiation**

- ❖ **Outcome:** *Analyze cultural differences, fixed-pie judgement. Reflect on personal experience and long-term implications. Offer cross-cultural advice.*

- **Introduction to the Importance of Trust in Negotiations (1-2 sentences):** Begin by stating the critical role of trust in effective negotiation.
 - **Example:** *"Trust is a crucial element that significantly impacts the effectiveness of a negotiation. It forms the foundation for effective communication, collaboration, and information sharing."*
- **Explain the Effects of Trust on Identifying Issues and Solutions (1-2 sentences):** Discuss how trust helps in identifying key issues and creating innovative solutions.
 - **Example:** *"Trust enables parties to openly discuss issues without fear of distributive losses, aiding in the identification of critical matters and fostering the generation of innovative solutions during talks (Katz and Harry 2015)."*
- **How Trust Encourages Collaboration and Information Sharing (1-2 sentences):** Describe how trust leads to better collaboration and information exchange.
 - **Example:** *"When parties trust each other, they are more likely to share pertinent information and consider each other's interests, which facilitates mutual understanding and the development of comprehensive agreements (Lewicki et al. 1998)."*
- **The Role of Trust in Reducing Defensive Strategies (1-2 sentences):** Explain how trust diminishes the need for defensive or competitive strategies.
 - **Example:** *"Trust creates an environment where parties focus on solving problems collaboratively, minimizing the use of defensive or competitive tactics."*
- **The Impact of Trust on Willingness to Take Risks (1-2 sentences):** Highlight how trust influences parties' willingness to explore novel solutions.
 - **Example:** *"Trusted parties are more likely to take calculated risks and explore innovative solutions, knowing their partner will act in good faith (Dirks and Ferrin 2001)."*

- **Trust in Long-Term Business Partnerships (1-2 sentences):** Discuss the importance of trust in sustaining long-term relationships and future negotiations.
 - **Example:** *"In long-term business relationships, trust built over time facilitates smoother future negotiations, as parties believe in each other's commitment to maintaining agreements ([Doney et al. 1998](#))."*
- **A Scenario Example - Employer and Employee (1-2 sentences):** Use a specific scenario to illustrate the role of trust.
 - **Example:** *"In week 2 scenario 2, the analyst's trustworthiness established through excellent work underlines the employer's need to maintain confidence for a productive relationship, highlighting trust's importance in retaining top talent."*
- **Employee's Perspective on Trust (1-2 sentences):** Explain how trust influences the employee's approach to negotiation.
 - **Example:** *"From the employee's viewpoint, building a relationship with the finance manager signifies a strategy to foster trust, aiming to strengthen their position in salary negotiations."*
- **The Overall Impact of Trust on Negotiations (1-2 sentences):** Conclude by summarizing how trust affects negotiation strategies and outcomes.
 - **Example:** *"In both scenarios, trust influences negotiation tactics and choices, shaping how parties perceive each other's sincerity and cooperation, ultimately guiding the course of the negotiation."*
- **Another Example - Person A and Person B (1-2 sentences):** Provide another example to reinforce the concept of trust.
 - **Example:** *"In week 5's in-class activity, trust between Person A (the seller) and Person B (the buyer) is fundamental. The buyer's request for clarity on potential issues like moisture damage demonstrates how trust underpins effective communication and negotiation strategies."*

● Conclusion

- ❖ **Outcome:** *Summarize key points on ethics and culture. Emphasize awareness and mutual understanding.*
- **Summarize the Key Findings (1-2 sentences):** Start by summarizing the main findings of the paper.
 - **Example:** *"This paper has explored the significant roles of ethics and culture in shaping the negotiation process, demonstrating how these dynamics critically influence negotiation strategies and outcomes."*

- **Discuss Ethical Fading and Its Implications (1-2 sentences):** Reflect on the concept of ethical fading and its impact on negotiations.
 - ***Example:*** *"The discussion on ethical fading, particularly in the context of the house selling exercise, reveals that negotiators can unknowingly engage in unethical actions. These actions, often influenced by situational factors like losses and the use of agents, can lead to deviations from their original values and plans."*
- **Emphasize the Importance of Awareness in Negotiation (1-2 sentences):** Highlight the need for awareness of ethical fading and consideration of the counterpart's perspective.
 - ***Example:*** *"It is crucial for negotiators to be mindful of the factors driving ethical fading and to actively consider the counterpart's perspective, aiming for a collaborative approach in negotiations."*
- **Discuss Cultural Differences and Their Effects (1-2 sentences):** Explain how individualistic and collectivistic cultures differ in their negotiation approaches.
 - ***Example:*** *"The analysis shows that negotiators from individualistic cultures are more prone to fixed-pie judgments than those from collectivistic cultures, aligning with the respective cultural values of focusing on personal desires versus the concerns of others."*
- **Conclude with the Need for Mutual Understanding (1-2 sentences):** Conclude with the importance of understanding each other's perspectives and contexts in negotiation.
 - ***Example:*** *"In conclusion, effective negotiation requires a thorough examination of the problem and its context, coupled with an awareness of each party's goals and perspectives. This understanding is crucial for identifying viable solutions that benefit all parties involved."*