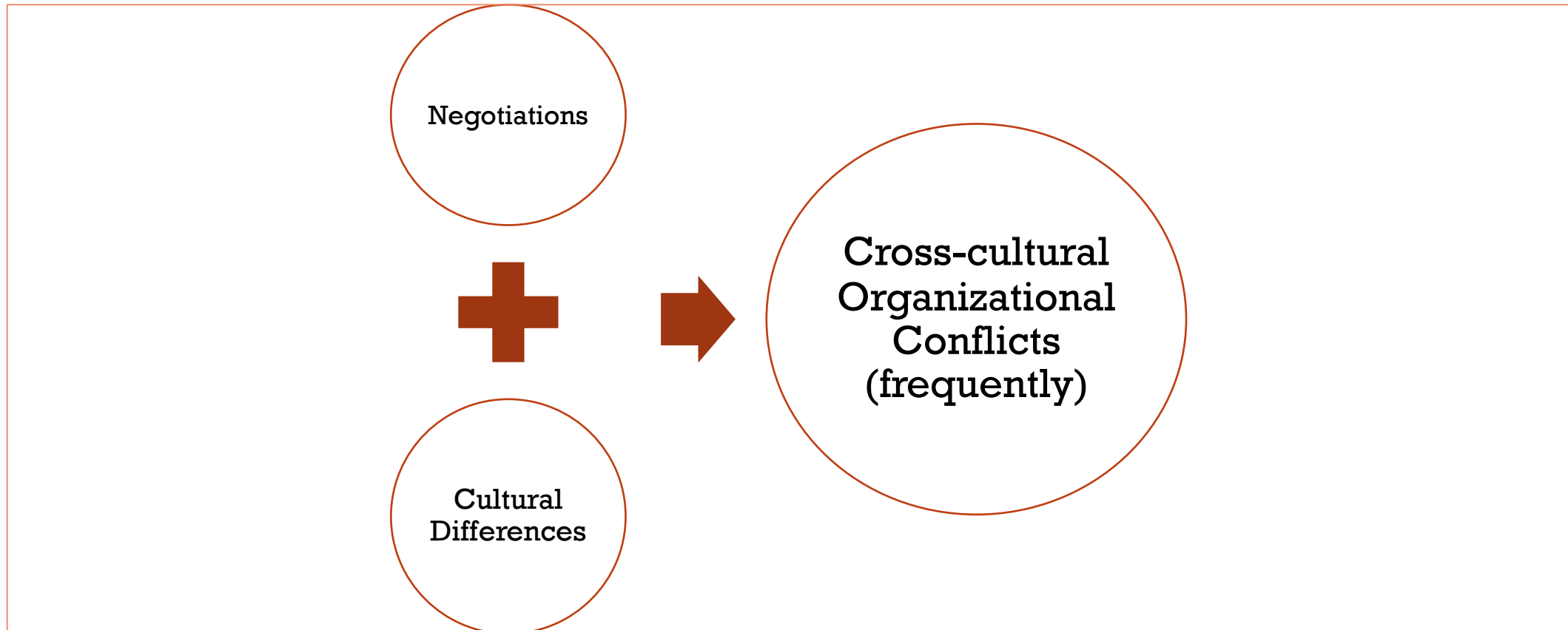# CROSS-CULTURAL ORGANIZATIONAL CONFLICTS AND WAYS OF THEIR RESOLUTION (ELABORATION OF COURSERA ONLINE COURSE MATERIALS)

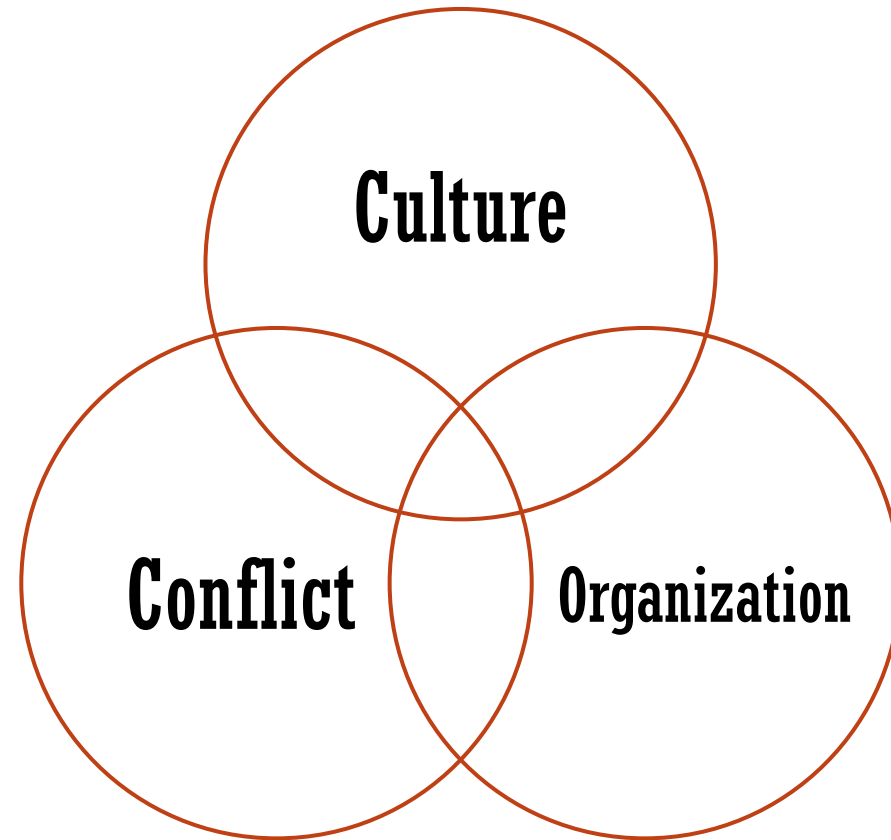Elizaveta Kryukova

StuTS 68 Conference

November 21st, 2020

INTRODUCTION

Negotiations

+

Cultural Differences

➡

Cross-cultural Organizational Conflicts (frequently)

SEMINAL NOTIONS

Seminal Notions: Conflict

Scholar	Focus
Coser (1956)	Struggle, opposition, scarcity
Mescon (1988)	Different organizations, lack of agreement
Dorokhova (2008)	Inconsistency of interaction, incompatibility of values, confrontation
Vesnin (2014)	Collision, difference, opposition

SEMINAL NOTIONS: CULTURE

Scholar	Focus
Hall (1976)	Communication; giant and extraordinary complex; subtle computer
Hofstede (1980)	Programming of the mind

SEMINAL NOTIONS: ORGANIZATIONAL CULTURE

Scholar	Focus
Hofstede (2001)	Relations, functions, values
Hua (2013)	Values, behaviours, experiences, beliefs

RESEARCH DESIGN

- **Method**: qualitative approach, secondary data

- **Data collection**: literature analysis

- **Type of literature**: textbooks and electronic resources

- **Target audience**: students, entrepreneurs

FINDINGS

- **Course "Ways of Cross-Cultural Conflict Resolution" of 5 weeks:**

1. Cross-cultural communication

2. The premises of a conflict

3. The preventive techniques

4. The conflict-handling strategies and the role of a mediator

5. Case studies.

- **One week**: lectures, additional materials, tests and discussion prompt

2.1 Abstract

Conflict resolution ought to be one of the essential skills in the realm of cross-cultural communication. It should be possessed by all negotiators who interact with foreigners and representatives of other cultures, whether it is a student or a well-known entrepreneur. It is especially true in the business world where people in business need to be skilled at communication not only with domestic partners but with the international ones as well. Due to the lack of knowledge in cultural differences and organizational conflict resolution, many enterprisers frequently face difficulties while interacting with international partners.

2.2 Study objectives

- Learning objectives
- To introduce students to the subject, the fundamental theoretical and practical issues of modern organizational conflict resolution in the realm of cross-cultural conflicts
- To learn how to apply the model of cultural dimensions, preventive techniques, and conflict-handling strategies in practice, to learn how to analyze the premises of cross-cultural and organizational conflict situations.

2.3 Expected learning outcomes

- The ability to identify typical conflict situations, as well as the specificity of their emergence
- Knowledge of modern theories of conflict-management, the nature of conflict as specific features of social interaction, the primary strategies for conflict-handling
- The ability to identify and analyze the premises of conflict situations and techniques that might be applied to prevent conflict situations
- Skills in performing primary analysis and interpretation of culture's actions in a conflict situation

2.4 Content of the course

Week 1. Cross-cultural communication as a conflict premise

Lecture I: Introduction

Hello! This lecture will be dedicated to the description of the course. To be able to resolve conflicts efficiently, you need to know the premises of these conflicts, what factors may lead to them, what handling techniques you may use. If we speak about cross-cultural conflict emerging in companies and organizations, first of all, we should consider cultural differences as the primary source of conflicts.

Lecture II: Hofstede's model of cultural dimensions

In this lecture, we will discuss cultural diversity as the primary source of organizational conflicts. First of all, we should consider the corporate culture of a company to find cultural peculiarities in it. One of the most influential theoretical and practical methods for studying organizational cultures is the parametric method provided by Geert Hofstede. The model of cross-cultural research developed by Hofstede is focused on identifying cross-cultural contrasts and, as a result, common characteristics within cultures. In general terms, four main parameters can be described as the following:

Readings

1. Hofstede, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations*, 2nd ed. Sage, Thousand Oaks, CA.
2. Hofstede, G., Neuijen, B., Ohayv D. & Sanders G. (1990). Measuring Organizational Cultures: A Qualitative and Quantitative Study Across Twenty Cases. *Administrative Science Quarterly, №35*. (Case studies at pp. 292-294)
3. Hofstede, G. (2009). *Dimensionalizing Cultures: The Hofstede Model in Context*. Online Readings in Psychology and Culture, Unit 2.
4. Jackson, J. (2012). The Routledge handbook of language and intercultural communication. *Routledge Taylor & Francis Group, London*.

1 practice exercise (5 questions)

Q1: What is one of the characteristics of High PDI cultures? (only one option is correct)

(a) Flat organizations
(b) People delegate what is possible
(c) Centralized organizations (*correct*)
(d) Employers and employees are equal

Q2: What cultural dimension can be characterized as "challenging"?

(a) High PDI
(b) High IDV (*correct*)
(c) Low PDI
(d) Low IDV

LIMITATIONS

- Personal background and experience

- Level of culture and conflict management awareness

- Specific features in different companies

FURTHER SUGGESTIONS

- Further research contributions

- Adding materials dedicated to types of organizations (e.g. academic environment)

- Adding materials dedicated to behavioural styles in conflict and negotiation process for different types of organizations

THANK YOU FOR YOUR ATTENTION!

FEEL FREE TO ASK ANY QUESTIONS!