



CONFLUXCENTER



UNIVERSITY  
OF ARTS  
IN BELGRADE

# RESOLUTION OF CROSS-CULTURAL CONFLICT THROUGH NEGOTIATION, FACILITATION AND MEDIATION

*How to Manage the Cultural Dimension  
in Conflict Resolution*

VIRTUAL COURSE **PROGRAM**

*28 November — 2 December 2022*

*Organized by:*

Conflux Center for Intercultural Dialogue and Mediation  
China Foreign Affairs University  
University of Arts Belgrade

# Speakers & Organizers

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## Senior Mentors:

**Professor Sun Jisheng, PhD**  
*Vice-President, China Foreign Affairs University*

**Professor Milena Dragičević-Šešić, PhD**  
*Professor Emerita, University of Arts in Belgrade,  
UNESCO Chair*

**Ambassador Miloš Strugar**  
*UN Senior Mediation Adviser*

## Chief Instructors & Coordinators:

**Professor Ljiljana Rogač Mijatović, PhD**  
*University of Arts in Belgrade*

**Professor Ran Jijun, PhD**  
*Dean, Department of English and International Studies,  
China Foreign Affairs University*

## Guest Speakers:

**Professor Yang Yue, PhD**  
*Deputy Director of Asian Studies Center, China Foreign  
Affairs University*

**Ambassador Amr Aljowaily**  
*Visiting Faculty Member at UNITAR's Multilateral  
Diplomacy Program*

**Renata Avila**  
*International Human Rights Lawyer Co-Founder, Alliance  
for Inclusive Algorithms*

## Course Director:

**Emilija Marić**  
*Conflux Center*

## Project Officers:

**Mina Strugar**  
*Conflux Center*

**Anastasija Marić**  
*Conflux Center*

**Angela Russo**  
*University of Arts in  
Belgrade*

**He Yuchu**  
*China Foreign Affairs  
University*

# About the Course

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## *Overall Goal*

Conflicts of today are becoming increasingly complex, changing and correlating with identity and cultural issues. One of the crucial factors affecting negotiation and mediation is the awareness of the role of culture in conflict. Cross-cultural awareness refers to the ability to be regardful of people's perceptions relating to experiences, beliefs, values, concepts and expectations within a given cultural context as well as of their impact. Comprehending each other's cultures provides the necessary tools to address both current and potential conflicts.

The course will look into different ways of approaching intractable cross-cultural conflicts. While some assume that these conflicts are caused by the existence of cultural differences, others claim that the root causes stem from perceptions, difficulties in communicating and understanding each other, dictated by cultural frameworks. The course will focus on common ground for intercultural and interreligious dialogue, as well as on exploring various methods for resolving cross-cultural conflicts through dialogue and negotiations, or third-party facilitation and mediation. The course will also look into ways of improving the conflict resolution processes by cultural means and instruments.

## *Learning Objectives*

By the end of the course, participants will be able to:

- Define and understand cross-cultural conflict and its relations to identity, ethnicity and religion;
- Acquire insights into the role of culture in conflict, and into ways the concepts of culture are being framed in negotiation, mediation, conflict prevention and resolution;
- Apply acquired skills in cross-cultural conflict analysis, conflict monitoring and stakeholders mapping by using relevant tools and techniques;
- Better understand cross-cultural conflict drivers, actors and dynamics, and identify historic and structural causes of conflict;
- Understand the role of culture in interpreting behavior and actions, and in meaning-making, as well as the importance of a set of values, both overt and invisible;
- Develop mediation strategies and inclusive mediation processes in cross-cultural settings and use various modalities for a greater inclusion of women;
- Apply various methods and a range of skills, techniques and good practices for resolving cross-cultural conflicts through dialogue and negotiations, or third-party facilitation and mediation;
- Differentiate culture-driven negotiation styles and skills, and design negotiation strategy to tackle the cultural dimension in conflict resolution;
- Identify common ground for intercultural and interreligious dialogue;
- Apply essential skills for mediating cross-cultural conflict;
- Acquire and be able to apply communication skills and techniques in cross-cultural communication;
- Understand and apply ways of improving the conflict resolution processes by cultural means and instruments;
- Deal with moral and legal dilemmas which may arise in cross-cultural conflict resolution and mediation.

# Course Program

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## DAY 1

28 November 2022

09:00 – 09:15

*Opening & Introduction —  
Agenda & Program of Work*

09:15 – 09:45

*Tour de Table & Expectations*

09:45 – 10:45

SESSION 1:

*“The Meaning of Culture  
& Cultural Differences”*

LJILJANA ROGAČ MIJATOVIĆ

10:45 – 11:00

COFFEE BREAK

11:00 – 12:00

SESSION 2:

*“Identifying & Addressing  
Cultural Differences”*

RAN JIJUN

12:00 – 13:00

LUNCH BREAK

13:00 – 14:00

SESSION 3:

*“Cross-Cultural Conflict  
Analysis Tools & Skills —  
Positions, Interests, Norms,  
Values & Perceptions”*

MILOŠ STRUGAR

14:00 – 14:30

*Case Study*

MILOŠ STRUGAR

14:30 – 15:30

EXERCISE 1:

*“Cross-Cultural  
Conflict Analysis”  
— Work in groups using a  
real-case cross-cultural conflict  
scenario*

## DAY 2

29 November 2022

09:00 – 10:30

EXERCISE 1 CONT.:

*Role-play using a real-case  
cross-cultural conflict scenario*

10:30 – 10:45

COFFEE BREAK

10:45 – 11:30

SESSION 4:

*“Is Culture a Source or a Pretext  
for Conflict — Geopolitics &  
Internal Conflicts”*

MILENA DRAGIČEVIĆ-ŠEŠIĆ

11:30 – 11:45

COFFEE BREAK

11:45 – 12:30

SESSION 5:

*“Cultural Diplomacy  
& Conflict Resolution”*

YANG YUE

12:30 – 13:30

LUNCH BREAK

13:30 – 14:30

SESSION 6:

*“Culture-Driven Negotiation  
— Approaches, Styles, Skills  
& Techniques”*

MILOŠ STRUGAR

14:30 – 15:30

EXERCISE 2:

*“Applying Negotiation  
Skills & Techniques”  
— Work in groups using a  
real-case cross-cultural conflict  
scenario*

## DAY 3

30 November 2022

09:00 – 10:30

EXERCISE 2 CONT.:

*Role-play using a real-case  
cross-cultural conflict scenario*

10:30 – 10:45

COFFEE BREAK

10:45 – 11:30

SESSION 7:

*“Language & International  
Politics”*

SUN JISHENG

11:30 – 11:45

COFFEE BREAK

11:45 – 12:30

SESSION 8:

*“Harnessing the Power of Arts  
& Culture as a Tool in Conflict  
Resolution & Mediation —  
Ethical Dimensions of National  
Cultural Policies & of Cultural  
Work in Conflict Areas”*

MILENA DRAGIČEVIĆ-ŠEŠIĆ

12:30 – 13:30

LUNCH BREAK

13:30 – 14:30

SESSION 9:

*“Facilitation Across Cultures  
— ‘Talks About Talks’:  
Agreeing to Negotiate, Agenda,  
Procedures...”*

MILOŠ STRUGAR

14:30 – 15:30

EXERCISE 3:

*“Facilitation Across Cultures”  
— Work in groups using a  
real-case cross-cultural conflict  
scenario*

# Course Program

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## DAY 4

1 December 2022

09:00 – 10:30

### EXERCISE 3 CONT.:

*Role-play using a real-case cross-cultural conflict scenario*

10:30 – 10:45

### COFFEE BREAK

10:45 – 11:30

### SESSION 10:

*“Creating Common Ground for Intercultural & Interreligious Dialogue — Identity, Ethnic & Religious Conflict”*

MILOŠ STRUGAR

11:30 – 11:45

### COFFEE BREAK

11:45 – 12:30

### SESSION 11:

*“In My Experience... The Use of Textual Techniques for Advancing Mediation in Multilateral Diplomacy”*

AMR ALJOWAILY

12:30 – 13:30

### LUNCH BREAK

13:30 – 14:15

### SESSION 12:

*“Essential Skills for Mediating Cross-Cultural Conflict”*

MILOŠ STRUGAR

14:15 – 14:45

### EXERCISE 4:

*“Reframing”*

*— Work in groups using a real-case scenario*

MILOŠ STRUGAR

14:45 – 15:30

### EXERCISE 5:

*“Applying Mediation Skills & Techniques”*

*— Work in groups using a real-case cross-cultural conflict scenario*

## DAY 5

2 December 2022

09:00 – 10:30

### EXERCISE 5 CONT.:

*Role-play using a real-case cross-cultural conflict scenario*

10:30 – 10:45

### COFFEE BREAK

10:45 – 11:30

### SESSION 13:

*“Communication Across Cultures — Opening Channels & Creating Safe Spaces, Narratives & Story-Telling, Metaphors, Empathic Listening, Rumor Control...”*

MILOŠ STRUGAR

11:30 – 11:45

### COFFEE BREAK

11:45 – 12:30

### SESSION 14:

*“Tracking Influences of Media, Information & Communication Technologies, & Artificial Intelligence on Cross-Cultural Conflict”*

RENATA AVILA

12:30 – 13:30

### LUNCH BREAK

13:30 – 15:00

### CASE STUDIES:

*“How to Address Political, Legal & Moral Dilemmas in a Cross-Cultural Context?”*

MILOŠ STRUGAR

15:00 – 15:15

*Coffee Break & Evaluation*

15:15

*Course Wrap Up & Q&A with Senior Mentors*

# Course Details

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## *Target Audience*

This program is designed for senior and mid-level staff members working in international organizations headquarters and field operations (UN, AU, OSCE, EU, etc.), and those working in governments, non-governmental organizations, academic institutions, or preparing to serve in peace operations and in diplomatic service. The objective of the course is to enhance their specific knowledge and skills to manage the cultural dimension, as well as to enable them to develop a deeper understanding of ways to prevent, mitigate, and resolve cross-cultural conflicts.

## *Content and Structure*

The virtual course will take place over a period of five days, from **28 November – 2 December 2022** via the **online platform Zoom**. The training will consist of lectures and facilitated discussions by senior experts and practitioners in the field, and the activities are devised to be highly interactive through discussions, Q&A sessions, group work, role-play and hands-on exercises and assignments. A virtual space will be provided for group discussions and best practices and experience sharing among the participants under the guidance of the senior mentor.

Upon completion of the course, certificates of participation will be issued in PDF, and a hard copy can be sent via post upon request.

## *Technical Requirements*

In order to join the virtual training, all attendees should have access to the internet and a personal computer (laptop), with an operational camera and microphone (external or internal). A stable internet connection is essential in order to minimize the chances of stutter or disconnection. It is advisable that the participants download the Zoom application (free of charge). It is also possible to join a meeting directly from a web browser, but the meeting experience and available features are limited. The participants will receive all necessary information in the joining instructions prior to the start of the course.

# *Additional Information*

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## *Registration:*

Registration is open until **25 November 2022** and can be done via the following link:

<https://www.confluxcenter.org/events/application-form/>

Upon online registration, participants will receive an invoice, pre-course video, audio, and reading materials, as well as information on how to use Zoom. The pre-course materials will also be available on Conflux Center's website. Instructions on how to use Zoom will also be presented during the introductory session of the course.

### **COURSE FEE:**

1,200 EUR (1,500 USD)

Conflux Center alumni are eligible for a 20% discount.

Partial subsidy could be available at a later stage. Those interested in a partial subsidy should send their CV and a motivation letter not later than **1 November 2022** to [office@confluxcenter.org](mailto:office@confluxcenter.org).

Conflux Center will not provide refunds for customers who face technical issues beyond its direct control. It is recommended that all prospective participants test Zoom for free at Zoom.us prior to confirming their payment.

- The participants should be relieved of their regular work duties for the duration of the course.
- The course is conducted in English and translation is not provided.
- All specified times are in accordance with CET (Central European Time) / UTC+1 (Coordinated Universal Time) time zone.

For further details about the course, please contact us at:

[office@confluxcenter.org](mailto:office@confluxcenter.org) or **+381 63 130 89 97**



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