**Chapter 4: Classroom Activities**

These classroom activities can be used to illustrate several of the themes in the chapter applying the principle that "one in the eye is worth two in the ear." By participating in an activity the otherwise abstract becomes more real.

**PROJECTING INTO A GROUP**

Objective

To help cross-culture workshop participants get at differences in how they see groups by providing a picture of a group whose interaction can be interpreted in a variety of ways, participants are encouraged to use photographs of groups/persons from different cultures.

Procedure

1. Give each participant a copy of the group picture.

2. Ask each member to identify the persons in the picture according to their race and give a brief description of what is happening.

3. Discuss response differences in terms of the cultural identity of the participants and the assumed roles of the picture group member.

Insight

A "multicultural picture" is worth a thousand words.

**LUMP SUM**

Objective

To demonstrate feelings, roles and attitudes in a simulated situation of conflict among competing national interest groups.

Procedure

The size of groups may range from four to twelve individuals and the number of groups from four to six, each group representing a different culture. The simulated lump-sum of money should be adequate to stimulate planning within groups and competition between groups. Recommended is 100,000,000 units in either U.S. $ or mixed currency representing the groups' national compositions. Simulated international convocations. Participant countries vie for aid from the United Nations' Special Fund, the International Monetary Fund, or some other reasonably authentic donor. (Refer to appendix #1 for recommended seating arrangements.) One and a half hours plus debriefing and preparation should be allowed to complete the simulation.

1. The facilitator will decide on the situation to be simulated, consulting participants if and whenever possible.

2. Participants are introduced to the interaction by the facilitator and are given a copy of the scenario to study.

3. "Interest groups" are formed either through assignment of roles by the instructor or by allowing participants to volunteer for membership in designated special interest groups, keeping all groups approximately equal in size.

4. Special interest groups meet separately to:

A. Elect a special interest group negotiator,

B. Decide on the overall division of funds with special attention to the sum their interest group plans to request for itself and to prepare an argument defending their allocation both for all groups in general, and for their own group in particular,

C. Decide on a strategy for securing their portion, i.e., the maximum they hope to obtain and the minimum for which they will settle in later negotiations,

D. Decide on bargaining strategies and possible coalitions of interest between groups to their mutual benefit,

E. Groups may be allowed a minimum of twenty minutes and a maximum of an hour in which to develop their initial program strategy. The longer a group meets in its initial session the stronger group identity tends to become and the less likely the group is to compromise. Since more learning seems to occur among groups which do not compromise, and thus lose the money, the more time individual groups can have in the initial session the better.

5. The first negotiation session will take place with each group's elected negotiator being placed at a bargaining table in such a way that he faces his constituency as indicated in two model seating arrangements enclosed Each negotiator will be given only three minutes to report on his delegation's specific proposal for allocation of the money. There must be no discussion among the representatives or debate from the floor while each negotiator defends his allocation within the three minutes.

6. The first consultation session will allow negotiators to return to their group and consult with the special interest group (his own and others if desired) on strategy, presentation, and changes in the group proposal. The consultation will continue for ten minutes. Private consultation and negotiations with other special interest groups will be permitted at this time.

7. The second negotiation will bring negotiators back to the bargaining table for at least ten minutes but no more than fifteen minutes. This will be the first public bargaining session where negotiators will be allowed to speak and debate without restriction.

8. The second and last consultation session allows negotiators to return to their groups for ten minutes. In the second consultation further modifications in each group's proposals can be made. Again, each group may wish to engage in private negotiations with other groups to secure their cooperation toward a solution.

9. The third negotiation session will bring negotiators back to the bargaining table for the last time in a twenty-minute period, unless the negotiators come to a unanimous agreement before that time. Negotiators must reach unanimous agreement in this session or lose the money.

10. Following the simulation, a minimum of twenty minutes must be allowed for debriefing on the learning which has taken place through the simulation. Discussion should be oriented to the content level (articulation of information and the position of each simulated interest group by participants) and the process level (the interaction of individuals in this simulation as they approach bargaining negotiations and exercise power).

**"LUMP-SUM" Sample Scenario**

Instructions for Students:

The following scenario is one which was used for a simulation done with students of education at the University of Malaya late in 1969. Six groups, representing the states of Malaysia, where used in that game. It is suggested that this scenario be adapted to the specifics of the simulation you will run and that you distribute copies of your adaptation to each of the participants. If duplication facilities are not available, you can read your adaptation to the entire group. The words in brackets should be changed by you to suit the circumstances of the simulation, as you are playing it. That is, if the setting of the simulation, as you will play it, is special interest groups in New York instead of the title being "Emergency Meeting of Representatives from State Assemblies in Education Planning for Malaysia" (as it reads on the scenario presented below) you might entitle your scenario "Emergency Meeting of Representatives of Special Interest Groups in New York," etc.

In the scenario below, participants were divided into six groups, and were then presented with the scenario. That entire simulation was conducted in one day. If you should decide to play the game over two days you may do so. You should also adjust the timetable to suit the time constraints under which you may have to operate, with one session devoted to preparation and a later session devoted to negotiations.

If the simulation is being conducted in a language other than English, you should, of course, translate the scenario into the language in which the game will be conducted.

Sample Scenario

Special

STRICTLY CONFIDENTIAL

EMERGENCY MEETING OF REPRESENTATIVES FROM ASSEMBLIES ON (STATE EDUCATIONAL PLANNING FOR MALAYSIA)

"You have been called together in this special emergency meeting to represent the unique interests of your (constituencies) in making an extremely important decision. The future of our (country) may depend on your decision today and the unique opportunity presented to us."

"A representative of the (United Nations' Special Fund) has today informed me that due to bureaucratic oversight there is (US $10,000,000) which has not been allocated in the budget for any specific project and which is available for the use (of Malaysia) provided that you can make a rapid decision on allocation of those funds and inform (the Secretary General of the United Nations in New York) by this afternoon. We have an open telephone line to (the Secretary General's Office) to notify him as soon as a decision is made. The representative apologized for the urgency of his request but the fiscal year for the (United Nations) ends tonight and all funds already appropriated but not allocated to specific projects by that time will revert to the (United Nations General Fund) and will not be available for (Special Fund)."

"For the sake of speed and the fair allocation of the money, special representatives (from the various state assemblies of Malaysia) have been called together today to draw up a specific allocation of the money. The (United Nations) does not care how the money is allocated but (for the sale of national unity and the good of the whole country) they stipulate absolutely that you must come to a unanimous agreement on your decision within the time limit or lose the money."

"(The United Nations) agrees to abide by whatever allocations you unanimously decide on within the next (ninety minutes)."

You are already divided into your (six State Assembly) groupings:

1. Sarawak-Sabah

2. Perak-Penang-Province Wellesley

3. Kelantan-Trengganu

4. Pahang-Johore

5. Negri Sembilan-Malacca

6. Kedah-Perlis

For the sake of a speedy decision, each group will select its own negotiator and the (six) negotiators will carry out the actual negotiations on allocation of the money.

Because only (two hours) can be allowed to reach a conclusion, we have established a timetable which must be rigidly adhered to. You will have adequate time to express the proposal of your delegations toward unanimous agreement. While the actual negotiations will take place through your elected negotiatory, you may, if the majority of the delegation is dissatisfied with his performance, replace your representative with someone else selected by the majority of your delegation.

Your timetable is as follows:

(20 minutes): Each delegation will meet together and settle among themselves (a) who will be the negotiator representing them in the negotiations; (b) and draw up specific plans for how the entire ($10,000,000) ought to be divided and allocated according to the needs of the entire (country) and the special concerns of your own (constituency).

(18 minutes): In the first Negotiation Session, each representative will be given three minutes to report on how his delegation proposes to allocate the money. There will be no discussion among the representatives but each representative will be given opportunity to explain the merits of his delegation's allocation of the money to the assembled company.

(10 minutes): In the first consultation, representatives will go back to their own delegation for 10 minutes to consult with them on strategy, presentation, any changes in their proposals they may want to make, and private consultation with members of other groups.

(10 minutes): In the second Negotiation Session, representatives will present any modifications which may have been made on the basis of having heard the other representatives' proposals or on the basis of the consultations which have just taken place.

(10 minutes): In the second consultation, further modifications in each group's proposals can be made. Also, this is the time to consult again with other groups on any private compromises which may be proposed to secure their cooperation.

(20 minutes): In the third Negotiation Session, representatives will discuss and present their final and presumably unanimously agreed upon proposal on allocation of the ($10,000,000).

Insight

When this exercise has been used in the past, those groups from or simulating dominant Western culture reached consensus but sacrificed privilege while those from a simulating minority or non-Western culture did not reach consensus but evaluated their principles.

Adapted from "Lump-Sum: A Bargaining Simulation Game Design," by Professor Marshall R. Singer and Dr. Paul B. Pedersen, Kuala Lumpur, Malaysia, 1970.