



# Gaining intercultural competence of Japanese and German managers in negotiations

*Suzanne Rehbein*

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**Gaining intercultural competence of Japanese and German managers in negotiations** Suzanne Rehbein Seminar paper from the year 2004 in the subject Communications - Intercultural Communication, grade: 2,3 (B), Hamburg University of Applied Sciences, course: Intercultural Communication, 13 entries in the bibliography, language: English, abstract: In the present globalization gets more and more important not only in business life but as well as in the private life. Companies in different countries want to expand on foreign markets and aim to sell their products and services also in other nations. International joint venture connections, international projects and international decision makings lead to a more global world. Therefore there is a need for communication on an international level. Negotiations between foreign managers of different countries are essential to achieve the desired success. But managers of foreign cultures have to be intercultural competent. Intercultural competence is not natural but something that can be learned. Hence managers often have a lack of intercultural competence which can lead to failures of negotiations. Therefore it is obvious that intercultural competence is necessary for an understanding of the foreign culture, attitudes and behaviors of the managers' opposite to run well negotiations. For that reason intercultural management trainings have been developed to avoid failures which derive from cultural differences of negotiating managers. This term paper will focus on negotiations of Japanese and German managers where intercultural competence is highly required. First in this term paper intercultural competence, its components and its requirements will be explained. Afterwards it will go into details of intercultural management trainings. In addition meanings, aims and methods of intercultural management trainings will be analyzed. Not always do intercultural management trainings as a way of gaining intercultural competence meet with anybody's approval. For that reason assessment and problems may arise. These are pointed out as well as possible solutions to prevent these problems. Afterwards this term paper will discuss how effective such trainings are to gain intercultural competence which will lead to the particular aspect of negotiations between Japanese and German managers. Because of the great differences especially in management styles, in decision making and in communication styles, communication problems between Japanese and German managers may develop. These points will be analyzed and reasons for failures of negotiations will be given.

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