M3 Case Study: Building Relationships at a Japanese Kaiseki

Read Chapters 5 and 6 of the textbook:

* Steers, R. and Osland, J. (2020) – 4th Edition. *Management across cultures: Challenges, Strategies, and Skills*. New York: Cambridge University Press. ISBN: 978-1-108-71759-5 Paperback.

**Read the "Building Relationships at a Japanese Kaiseki" case which is attached in a pdf form below. Then answer the following questions. It is important for you to read the relevant chapters carefully before attempting to answer the assignment. The learning from reading the text must be reflected in your answers. Guidance on responding to case studies can be found in the**[**Purpose of Case Studies**](https://moodle.esc.edu/mod/page/view.php?id=3070738)**and the**[**Case Study Rubric**](https://moodle.esc.edu/mod/page/view.php?id=3070739)**.**

Case questions:

1. Develop a brief snapshot that you could give to a colleague traveling to these countries outlining the key cultural differences and similarities between Australia and Japan. In what ways might these differences reduce message clarity in the exchange between the visitors and their hosts?
2. Using the AIA model of interpersonal communication from chapter 5, explore the communication behaviors between the Australian visitors and their Japanese hosts. What special role did Takeshi play in these dynamics?
3. Based on your assessment of this case, what were the primary clashes in cultures, customs, and expectations between the two groups?
4. While hierarchy was clearly evident among the Japanese executives, it was not among the Australians. How do you think the Japanese made sense out of this? Explain.
5. What cultural assumptions, if any, did each side make about the other in their approach to communicating? Were these assumptions accurate?
6. What can you learn about any culturally mediated cognition (or information processing) involved in this case (see chapter 5)?
7. What can you learn about the use—or lack of use—of communication protocols in this case (see chapter 5)?
8. Women are not allowed in many of the more important dining and drinking establishments because of restrictive customs and traditions. Many of these are ‘members-only.’ In view of this, how can foreign women break into these inner circles where critical business decisions are often made?
9. How could Robert and Luke have better prepared themselves for their visit to Japan? Do you believe that the Japanese hosts too should have prepared themselves better for hosting the Australians?
10. What lessons does this case offer for global managers visiting a foreign country? What lessons does this case offer for host managers?

Instructions:

* Prepare your responses in no more than **6 typewritten pages (in APA Format).**There is no need to write too much. Try to stick to the points.
* ***Be sure to discuss the readings for this module*and at least two additional resources.**
* Don't forget to use in-text citations and include a reference list in **APA format.**
* You must make sure that the response to each question is numbered Example: **Question 1, Question 2, and so on.**
* Carefully spell check your work before submitting it.
* Write your name and assignment number at the top of the document.

**Please contact me with any questions or concerns.**

Thank you,

Jorge