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Problems in the Globalization Age: International Negotiation and Multicultural Management

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<Abstract>

This article consists of two parts; one is empirical, and the other is theoretical. The first part is based on my experiences as an outside board member of several Japanese multinational corporations participating in negotiations between multinational and multicultural parties. The gap in perception of values and systems often causes misunderstandings and mistrust among the negotiating parties. The second part is more theoretically oriented. Based chiefly on the research and study results of Nancy Adler, I advocate for the need to utilize multicultural officers and employees in international corporations, overriding the problems that may result from the diversity and heterogeneity among them. If successful, the effort will produce a synergistic effect which may be more competitively advantageous than the traditional dependence on uniformity and homogeneity as having been observed in many Japanese multinational corporations.

<Key words>

Transnational management. Multicultural management. Lubricant of international negotiation. Diversity and heterogeneity v. uniformity and homogeneity. Reinforcement of competitive advantage through development of synergy from diversity