

## Index of contents

Chapter 1	Economical crisis .....	8
Chapter 2	Preparation of graduates for job entry	
	– expectations of graduates towards employers	
	Chapter 2.1 .....	31
	Chapter 2.2 .....	50
Chapter 3	Differences in Corporate Communication	
	– principles in teambuilding, cooperation, leadership .....	80
Chapter 4	Conflict Management – evaluation, appraisal interview .....	104
Chapter 5	Training of Intercultural Management – opportunities and solutions	
	Chapter 5.1 .....	118
	Chapter 5.2 .....	137

## Index of contents

0 Introduction .....	7
1 What caused the economical crisis? .....	10
1.1 American credit crunch and mortgages crisis .....	10
1.2 Global financial and economical crisis .....	11
2 The influence on each country .....	11
2.1 General overview of the Czech Republic .....	11
2.1.1 Changes in people's behaviour .....	11
2.1.2 Changes in the companies .....	13
2.2. General overview of Germany .....	17
2.2.1 Changes in a behaviour .....	17
2.3. Questionnaire of awareness .....	18
3 Conclusion .....	30
References .....	30

**Key words:**

*Economical crisis, Overview, Changes, Solutions*

**Abstract:**

*In times of the economical crisis it is important to think about reasons and things which caused this situation. There it is also necessary to realise how solutions should look like. Our group of Czech and German students tried to think about that. We read a lot of articles via the Internet and conducted a survey. In our project you can see a lot of information how this economical crisis has developed during more than one year. We hope that it will be a useful handbook for everyone.*

## Index of contents

0 Introduction .....	33
1 Preparation of graduates.....	33
1.1 General preparation .....	33
1.2 Preparation during the studies .....	33
1.3 Survey: preparation of graduates.....	36
1.3.1 Survey: preparation of Czech graduates .....	36
1.3.2 Survey: preparation of German graduates.....	39
2 Expectations of graduates.....	42
2.1 Survey: expectations of Czech graduates.....	42
2.2 Survey: expectations of German graduates.....	43
4 Preparation/Expectations of employers.....	45
5 Conclusion .....	47
5.1.Results of survey – preparations.....	47
5.2 Results of survey – expectations.....	48
References .....	49

### Key words:

*Preparation of graduates, Job entry, Expectations of graduates, Expectations of employers*

### Abstract:

*Entering the job market is hard, especially in times of crisis. Therefore you have to be prepared to meet the expectations of employers. This survey deals with different kinds of preparation for the job entry especially for young graduates in general and during the studies. Hereby it looks at differences in preparation between German and Czech students. Furthermore it gives an overview over the expectations of graduates as well as employers to get a picture of what it needs to get a “hot” job.*

## Index of contents

0 Introduction.....	52
1 Expectations of graduates towards employers .....	53
1.1 What salary do you expect in your first job after graduation? .....	53
1.2 Do you expect to get your dream job directly after graduation? .....	55
1.2.1 If no, are you willing to do another job for the first time? .....	56
1.2.2 If yes, how long? .....	57
1.3 What is the most important thing concerning your first job? .....	58
1.4 What kind of company would you prefer? .....	60
2 Preparation of graduates for job entry .....	62
2.1 Were all the subjects that you have passed necessary for the future job preparation? .....	62
2.2 Did you take an internship during your studies? .....	63
2.2.1 If yes, then... ..	64
2.2.2 If no, then... ..	65
2.3 Did you take part in a study stay abroad? .....	67
2.3.1 If yes, what were it's advantages? .....	69
2.3.2 If no, why? .....	71
2.4 What personal activities did you attend additional to your study? .....	73
3 What employers expect from graduates .....	75
3.1 Results .....	78
3.1.1 Which characteristics should a perfect candidate own? .....	78
4 Conclusion.....	79
References .....	79

### Key words

*Expectations of graduates, Job entry, Job preparation, Expectations of employers*

### Abstract

*They have passed their final exams, they are young, ambitious and full of ideas. The only thing that is missing is the perfect job. The following article identifies what young graduates expect from a "perfect" job and it illustrates the differences between the prospects of Czech and German students about future salaries, career and self-fulfilment as well as what they have done or plan to do to meet the expectations of their future employers.*



## Index of contents

0 Introduction .....	81
1 Introduction of differences .....	83
1.1 Definition of culture .....	83
1.1.1 Geert Hofstede Theory .....	84
1.1.2 Edward Hall Theory .....	86
1.2 Differences between Europe and Asia .....	86
1.2.1 Normal life in Czech Republic .....	86
1.2.2 Business in Czech Republic .....	87
1.2.3 Normal life in Germany .....	88
1.2.4 Business in Germany .....	88
1.2.5 Normal life in Asian countries .....	89
1.2.6 Business in Asian countries .....	90
2 Companies in Germany, Czech Republic, Japan .....	92
2.1 Example Post .....	92
2.1.1 Deutsche Post .....	92
2.1.2 Czech Post .....	92
2.2 Communications in Japanese company .....	93
3 Inside Companies .....	94
3.1 High level / management stage / structure at work .....	94
3.1.1 Middle level of management .....	94
3.1.2 High level of management .....	95
3.1.3 Employees .....	96
4 Summary, possible ways to react and outlook .....	96
4.1 Consequences and challenges in companies .....	96
4.2 Consequences and challenges in universities .....	99
4.3 Outlook .....	100
5 Case studies .....	101
6 Conclusion .....	103
References .....	103

## Index of contents

0 Introduction .....	106
1 Types of conflicts .....	107
2 Conflict solving process.....	108
3 Guideline for our interviews.....	108
4 Company profile MOVO s.r.o. ....	109
4.1 Introduction .....	109
4.2 Company history .....	109
4.3 Manufacturing programme .....	110
5 Interview with HR management in MOVO s.r.o.....	110
5.1 Base of a conflict.....	110
5.2 Appearance of a conflict.....	110
5.3 New conditions according to re-engineering .....	111
5.4 Changing the employee thinking.....	111
5.5 Conflicts due to communication .....	111
5.6 Knowledge management and employee education .....	111
5.7 Appraisal interviews .....	112
6 Company Profile Grammer AG .....	112
6.1 What Grammer does .....	112
6.2 Milestones in history.....	113
7 Interview with HR manager Mr. Gerhard Springs, Grammer AG .....	113
7.1 Analyzing conflicts.....	113
7.2 Dealing with conflicts.....	113
7.3 Learning from conflicts .....	114
7.4 Cultural characteristics .....	114
8 Comparison MOVO s.r.o. and Grammer AG.....	115
9 Conclusion .....	117
 References.....	 117

## Index of contents

0 Introduction .....	120
1 Differences in Cultures .....	121
1.1 Gestures .....	122
1.2 Posture .....	122
1.3 Proxemics .....	122
1.4 Haptics .....	122
1.5 Oculesics .....	122
1.6 Paralanguage .....	122
1.7 Silence .....	123
1.8 Scent .....	123
2. Methods of Intercultural Training .....	123
2.1 Simulative Concepts .....	123
2.1.1 Culture simulation games .....	123
2.1.2 Role-playing games .....	124
2.1.3 Bicultural workshops .....	124
2.2 Bafa bafa .....	124
2.3 The Critical Incident Method .....	125
2.4 Interaction concepts .....	126
2.4.1 Exchange Programs .....	126
2.4.2 Life Long Learning Programs .....	126
2.5 Work & Travel .....	128
2.6 Job Exchange Programs .....	129
2.7 Culture Assimilator .....	130
2.8. Learning Languages .....	130
3 Interacting with people from different cultures .....	132
3.1 Learn about the business beforehand .....	132
3.2 Observe .....	132
3.3 Ask questions .....	132
3.4 Stay aware of yourself .....	132
3.5 Allow for more time .....	133
3.6 Look for individual differences .....	133
3.7 Find the humour .....	133
3.8 Learn to tolerate uncertainty.....	133
3.9 Go early .....	134
3.10. Build your intercultural skills.....	134
4 Facts preparation .....	134
5 Conclusion .....	135
References .....	136



## Index of contents

0 Introduction .....	139
1 Requirements .....	140
1.1 Singular view of intercultural competence.....	141
1.2 Pluralistic view of intercultural competence.....	141
1.3 Little quiz on Intercultural Competence .....	142
2 The importance of intercultural training - Overview.....	144
2.1 The importance of intercultural training – for companies .....	144
2.2. The importance of intercultural training – for universities.....	145
2.3. The importance of intercultural training – for students .....	145
3 The learning process.....	145
4 Training approaches and techniques .....	147
4.1 Self-awareness training.....	147
4.2 Experiential/Simulation/Role-playing.....	148
4.3 Attribution or sensitivity training.....	148
4.4 Conflict resolution training .....	149
4.5 Cross – cultural training.....	150
4.6 Ethical issues in training and intervention .....	151
5 Conclusion .....	151
References .....	151

### Key words

*Intercultural competence, Intercultural training, Role playing, Singular and pluralistic view*

### Abstract

*The following article deals with the basic needs for successful intercultural management training like sensitivity and self-consciousness. It contains descriptions of different views of intercultural competence as well as a little “competence quiz”. Furthermore the reasons for the importance of intercultural competence will be demonstrated from different viewpoints. At least the article will give an overview over the learning process, training approaches and various techniques.*