Cross Cultural Management-The Cornerstone to Global Leadership

Professor	Dr. Betty J. Chung, (bchung@business.kaist.ac.kr)
Description and Course Objectives	**Program Overview: Developing Global Leadership Skills : Cross Cultural Management** The increasing international nature of today's business landscape forces us to consider that the ENTIRE WORLD is our marketplace. Individual or organizational success is no longer dependent solely on business acumen, but rather what is MORE IMPORTANT than ever is our ability to understand, communicate and work with people in different countries and cultures as more companies rely on their global reach to stay competitive…or even alive. Given this, it is an absolute necessity for the success of global leaders to build cross-cultural competencies to be able to manage in multiple and diverse business contexts. **Course Description and Format:** This course is designed to provide participants with a practical and an experiential forum for developing cross-cultural competencies necessary for international managers. This course exposes participants to critical issues of managing diversity in the context of understanding international business. The following are questions to consider: • What is global leadership? • What is the cornerstone of global leadership? Cross Cultural Management • How do I develop a global mindset? • What are the common challenges and pitfalls faced by global managers? • What are the **PRACTICAL** skills necessary for managing a global workforce or working with global partners and customers? • How can you adjust your DOMINANT CULTURAL style to INTERACT WELL across cultures? **Objectives:** • To apply a practical framework to analyze different cultures' management practices • To develop future international managers with a level of cross-cultural competency and PEOPLE SKILLS • To create opportunities to learn how to manage diverse work teams. • To communicate effectively and confidently in different cultural contexts. • To expose you to different business practices across cultures. • To develop and build cross culture competencies
강의 내용 세부 주제 Contents of lecture/Details)	**1. Setting the context** • Build a foundation to understand how culture impacts organizations and organizational behavior • Explore core "Eastern & Western" themes that influence our culture & business interactions • Develop understanding of understanding different cultures and management styles **2. Developing a global mindset** • Defining Global Leadership Skills • Developing skills to enhance global mindset • Review a practical framework of cultural dimensions that influence business interactions • Individual cultural self assessment • Compare national cultures to your own cultural profile **3. Bridging the cultural gaps**

	• Keys to working with people whose background, expectations and values differ from your own • Understanding the concept of “style switching” **4. *Strategies for Global Leaders*** • Tools and techniques you can use to navigate the local business landscape • Skill Building and Cross Cultural Competencies • Cross cultural adaptability inventory and action planning
평가방식 (Grading Policy)	■ 35% - Attendance, homework, active participation and “class leadership” ■ 25% - Class Assessment ■ 40% - Team Project
참고 문헌 (References)	1. Globesmart Inventory 2. Cross Cultural Adaptability Inventory 3. Selected Readings from reader 4. Working Globesmart: 12 People Skills for Doing Business Across Borders, Ernest Gundling, Davies-Black Publishing, 5. Selected handouts and articles. 6. Adler, Nancy, *International Dimensions of Organizational Behavior*, Fourth Edition. Cincinnati, Ohio: South-Western, Thompson Learning. Managing Cultural Differences (MCD), Philip R. Harris and Robert T. Moran, Gulf Publishing Company, Fifth Edition.
Project Outline	*See Below*

Cross Cultural Management Final Group Project

Tools for Koreans Doing Business Abroad

Global-Seoul is a large conglomerate, which is launching a quality cross-cultural training program for its employees. You and your team are in charge of creating a cross cultural training program for Korean employees of Global-Seoul scheduled to begin a foreign assignment in your chosen region of study.

Your task is to develop:

3 hour training module /Powerpoint presentation curriculum for Korean managers

Objective: To teach (Korean) international transferees how to do business in your selected region of focus.

**Please note: This is not a tourist guide book…this is geared to business managers who are doing business around the world. Please create this guide with this main purpose and audience in mind. You must cite your references and give appropriate credit to the originators.*

Oral Presentation:

Your team will be asked to present a part of your training program to a group of Global-Seoul managers. You have approximately 45 minutes to present your training curriculum and/or to model any portion of your training program. Teams will consist of 4-5 members to provide opportunity to work within diverse teams. The BEST method to learn is by TEACHING.

Administrative Issues:

Format /Length: Content: Approximately 25-30 pages of power-point pack (Packaged presentation easy to use for anyone on this class) Assume you are a trainer and conducting a 3-hour module of Doing Business in X Country) Also, if need be include an appendix: Maximum of 20 supplemental pages (graphs, charts, articles, exercises, etc).

Product: Hard copy of your training program in professional, ready-to-use form (i.e. ppt format) Softcopy to be emailed to class TA due Monday August 23 by 12:00 pm. All packs will be shared with other classmates consisting of 5-6 Country Profiles to serve as a resource guide for Koreans doing business internationally.

Mandatory Training Program Contents:

1. Table of Contents
2. Description and key points of selected region
3. Key cultural values and concepts
4. Cultural profile of region and comparison to Korea (refer to Globesmart variables)
5. Implications of cultural variables on management skills
6. Business culture and etiquette
7. Recommendations on how to do business in selected cultural region
8. Presentation of 5 key facts on country (5 questions to be used in a multiple choice quiz)
9. Bibliography and related resources
10. Solid, practical information on how to do business in that part of the world (refer to 12 people skills)
11. **CREATIVITY**

Suggested optional content:

1. Role plays
2. Korean case examples of businesses in that country (Success and failure stories)
3. Potential business opportunities for Korean businesses in that country
4. Transferable skills and take away….how to apply this learning to other industries
5. Video clips of country culture

Suggested web-sites and resources

Intercultural Press	http://www.bookmasters.com/interclt.html
Culturebank Learning Services	http://www.culturebank.com
Business Culture Worldwide	http://www.businessculture.com
Worldwide business briefings	http://www.worldbiz/com/breifings.html
Aperian Global	http://www.aperianglobal.com
Komei, Inc. Training	http://www.komei.com
Intercultural Communication Institute	www.intercultural.org

Bio: ***Professor Betty J. Chung*** currently serves as a Professor of Cross-Cultural Management and Leadership Development for the past 19 years and the Director of the Global Leadership Institute at KAIST College of Business. Professor Chung's passion focuses on developing leadership capabilities to optimize personal and organizational effectiveness. Dr. Chung also provides leadership to the Association of Asia Pacific Business Schools as the Executive Director of AAPBS. In additions, she served as a Visiting Professor at SASIN Graduate School of Management in Bangkok, Thailand, University of Nottingham, Malaysia, Jinan University in Guangzhou, China and the Chinese Chamber of Commerce in Yangon, Myanmar. In 2010, AACSB named Professor Chung as a "Master Teacher" for the Asia-Pacific region to promote Teaching Effectiveness training and enhance the quality of teaching for faculty. She currently co-chairs AMCHAM's Education Committee and for the past 5 years had chaired AMCHAM's Professional Women's Committee.

She has helped both domestic and multinational companies in Korea, Thailand, China, and the USA as a training specialist, coach and lecturer in the areas of Leadership Development, Cross Cultural Management, Negotiation Skills, Presentation and Effective Communication Skills. A list of selected clients and companies include McKinsey & Co, Citigroup, Dell, Novartis, Mirae Asset, Samsung Group, SK Group, Hyundai Group, Doosan Group, CJ Group, GMKorea, GM-Onstar, Hana Bank, Standard Chartered Bank, ING Life Korea, Lundbeck Korea, BAY Bangkok, and Flextronics China.

Prior to working at KAIST, Dr. Chung was an Assistant Professor at the University of Illinois at Chicago teaching classes on Organizational Behavior and Diversity Management for master and doctoral level students. Prior to her teaching role in Chicago, Dr. Chung served as a consultant in Coopers and Lybrand's Diversity Practice working with top leadership on diversity initiatives, strategy and education. She has over 20 years of experience in the field cross-cultural management with an emphasis on leadership development. In addition, she is a certified Conflict Resolution Mediator trained from the New York State Dispute Center in Albany, NY. She also received a training certificate from Harvard Program on Teaching Negotiations in the Organization.

Dr. Chung received her doctorate degree from the University of San Francisco in Organization and Leadership with an emphasis on International Education. She conducted her field research in Vietnam, Thailand, Hong Kong and the United States researching transcultural leadership styles. Her masters and bachelor's degree was obtained from the University of Vermont in Education.

Course Outline (Subject to change)

Date	Class Content	Homework and Assignments
Class 1 Tuesday August 1 7pm-10-pm	✓ Course Overview ✓ Understanding Culture and Values: Implications to Organizations and Business ✓ Korean and Western Management Styles ✓ Cultural analysis framework model ✓ Doing Business Internationally Quiz	✓ Fill out Globesmart Survey ✓ Read Globesmart Survey results
Class 2 Thursday August 3 7pm-10-pm	✓ Cross Cultural Adaptability Inventory ✓ Cultural analysis framework model con't ✓ Cross Cultural Conference room simulation	✓ Globesmart: Chapter 1 ✓ Fill out CCAI
Class 3 Saturday Aug 5 9 am – 4 pm	✓ Cross Cultural Competency Building: #1 and #2: Establishing Credibility and Giving and Receiving Feedback Skill Building ✓ #3 & #4: Obtaining information & Evaluating People ✓ Intro to Cross Cultural Negotiations- American and Chinese Negotiation Styles ✓ How to negotiate cross culturally Cross Cultural Competency Building: #8	✓ Globesmart: Chapter 3 ✓ Globesmart Chapter 8 (selected pages) Negotiations and HBS Article
Class 4 Tuesday August 8 7pm-10 pm	✓ Company Case Example: Doosan Globalization and Transformation Story: Jae Choi; Senior Executive VP, HR ✓ Leveraging and Managing Diversity: Building Effective Cross Cultural Teams	✓ Globesmart Chapter 5 ✓ Finalize team country topic
Class 5 Thursday August 10 7-10pm	✓ Women in the Workforce: leveraging female talent: Korea's case study ✓ Managing Diversity and Working across cultures	Article: Women in the workforce
Class 6 Saturday August 12 9 am – 4 pm	✓ Final Assessment/Action Plan ✓ Final team project presentations ✓ Practicing "how to give feedback"; style switching	