Cross Cultural Management-The Cornerstone to Global Leadership

Professor	Dr. Betty J. Chung (Cross Cultural Management 02-958-3676; 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 Quiz ■ 40% - Team Project ■ Critical thinking and active learning. ■ Open-mindedness and empathy.
사례 목록 (Case List)	1. Globesmart Inventory 2. Cross Cultural Adaptability Inventory 3. Selected Readings from reader
참고 문헌 (Reference)	1. Working Globesmart: 12 People Skills for Doing Business Across Borders, Ernest Gundling, Davies-Black Publishing, 2003. 2. Selected handouts and articles. 3. Adler, Nancy, *International Dimensions of Organizational Behavior*, Fourth Edition. Cincinnati, Ohio: South-Western, Thompson Learning, 2008 4. Managing Cultural Differences (MCD), Philip R. Harris and Robert T. Moran, Gulf Publishing Company, Fifth Edition. 2007.

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Professor Betty J. Chung currently serves as a Professor of Cross-Cultural Management and Leadership Development for the past 16 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, 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. She is Chinese-American, married to a Korean and the mother of 2 sons.