

<A Tentative Conference Program>

**First Conference on  
Cross Cultural Leadership and Management Studies**

June 10-12, 2004  
Korea University Business School  
Seoul, Korea

Program Chairs:

James R. MEINDL, State University of New York at Buffalo, USA  
Mannsoo SHIN, Korea University Business School, Seoul, Korea

**Thursday, June 10, 2004**

**6:30-8:30 PM Welcoming Dinner at Sofitel Ambassador Hotel**

**Friday, June 11, 2004**

**8:30-8:50 AM Registration at the Multifunctional Room (6<sup>th</sup> floor),  
LG-POSCO Business Hall**

**8:50-8:55 AM Opening Remarks  
Jang Roh LEE, Dean, Korea University Business School**

**8:55-9:00 AM Program Announcements  
James R. MEINDL, School of Management, State University  
of New York at Buffalo  
Mannsoo SHIN, Korea University Business School**

**Session 1A (9:00-10:30 AM): Acquisition, Learning, and Culture**

*Inter-cultural vs. Inter-Industrial Differences in the Systemic Conditions  
for the Technology Acquisition of Firms: An Empirical Assessment*

**Martin HEMMERT**, Korea University, Korea

*Cultural Changes During the Integration Process of Cross-border  
Acquisitions – An Exploratory Study of German-Korean Acquisitions*

**Ingela JÖNS**, University of Mannheim, Germany

**Fabian J. FROESE**, Waseda University, Japan

**Yong Suhk PAK**, Ewha Womans University, Korea

*Cross-Cultural Influences on Organizational Learning: The Case of  
Japanese Companies in China*

**Jacky F. L. HONG**, University of Macau, Macau

**Robin Stanley SNELL**, Lingnan University, Hong Kong

**Mark EASTERBY-SMITH**, Lancaster University, United Kingdom

**Session 1B (9:00-10:30 AM): Transformational and Charismatic Leadership**

*Leadership, Justice, Trust and Outcomes in the PRC and the SAR(Hong Kong): Two Sides of the Same Coin?*

**Rajnanadini PILLAI**, California State University, San Marcos, USA

**Jeffrey C. KOHLES**, California State University, San Marcos, USA

**Glen BRODOWSKY**, California State University, San Marcos, USA

*A Three-Stage Model of Transformational/Transactional Leadership*

**Jeewon CHO**, State University, of New York at Buffalo, USA

**Lisa Vargo WILLIAMS**, State University, of New York at Buffalo, USA

*Different Routes to Charisma and Taking the Road Less Traveled: An Analysis of Ghandi's Rhetorical Leadership*

**Michelle C. BILIGH**, Claremont Graduate University, USA

**Jill L. ROBINSON**, University of Redlands, USA

**Session 1C (9:00-10:30 AM): Collectivism, Commitment, and Team Leadership**

*Leading in Tempo with Cultures: Impact of Cultural Orientation and Leadership Style on Team Performance*

**Irene K-H CHEW**, Nanyang Technological University, Singapore

**Joo-Seng TAN**, Nanyang Technological University, Singapore

**Hock-Chye GOH**, Nanyang Technological University, Singapore

*Trans-Cultural Project Management: A Theoretical Model*

**Victor SOHMEN**, University of Queensland, Australia

*Influence of Target Specific Collectivism on Organizational Commitment: A Cross-National Comparative Study*

**Jongwuk KWON**, Kangwon National University, Korea

**Mannsoo SHIN**, Korea University, Korea

**10:30-10:50 AM COFFEE BREAK**

**Session 2A (10:50-12:10 PM): Human Resources and Humanism**

*The Transition and Impact of Human Resource Management: Indigenous and Multinational Enterprises in Korea and Taiwan*

**Johngseok BAE**, Korea University, Korea

**Shyh-Jer CHEN**, National Sun Yatsen University, Taiwan

*Human Resource Utilization and Development in Saudi Arabia: Some Strategic Management and Policy Issues*

**Razali Bin Mat ZIN**, King Fahd University, Saudi Arabia

*Value Based Leadership: The Essence of Human-Based Management*

**Weike WU**, Tsinghua University, China

**Yi LIU**, Tsinghua University, China

**Session 2B (10:50-12:10 PM): Implicit Leadership Theories and Narratives**

*Explicit Descriptions of Preferred Leadership Behavior Exploratory Results from Europe: Romania, Germany, and the UK*

**Romie F. LITTRELL**, Auckland University of Technology, New Zealand

**Lapadus Nicolae VALENTIN**, The University of West Timisoara, Romania

*A Study on Leadership Consisting of Follower's Narrative*

**Yoshio ONO**, Shiga University, Japan

*The Romance of Leadership Scale-Examining an Instrument in Different Countries and Different Contexts*

**Birgit SCHYNS**, Tilburg University, Netherlands

**James R. MEINDL**, State University of New York at Buffalo, USA

**Marcel A. CROON**, Tilburg University, Netherlands

**12:10-1:40 PM LUNCH**

### **Session 3A (1:40-3:00 PM): Leadership, Values, Beliefs, and Constructions**

*Confucian Values: Its Impact on Leadership and Change Management*

**William Lok Kiang KOH**, National University of Singapore, Singapore

**Wee Siok WONG**, National University of Singapore, Singapore

**Audrey Sulin GOH**, National University of Singapore, Singapore

*The Relationship Between Managerial and Change Management Styles Among Spanish Managers*

**Juan Carlos PASTOR**, Instituto de Empresa, Spain

**Margarita MAYO**, Instituto de Empresa, Spain

**Richardo OILMOS**, Instituto de Empresa, Spain

*Local Meets Global in the Leadership of Classical Music*

**Arja ROPO**, University of Tampere, Finland

**Erika SAUER**, University of Tampere, Finland

### **Session 3B (1:40-3:00 PM): Leadership Challenges and Issues in the Public Sector**

*Leader Behavior Preferences of Educators in Uganda*

**Romie F. LITTRELL**, Auckland University of Technology, New Zealand

**Peter BAGUMA**, Makerere University, Uganda

*Motivating Educators During Times of Change*

**Anastasia VARNAVSKAIA**, University of Kansas, USA

*Challenging Public Sector Cultural Stereotypes: A Korean Case Study*

**Hyuk Young KIM**, Monash University, Australia

**Judy H. GRAY**, Monash University, Australia

**3:00-3:20 PM COFFEE BREAK**

**Session 4 (Plenary Session I, 3:20-5:00 PM): General Issues in Cross-Cultural Leadership Studies**

*Reconsider Cross-Cultural Differences in Leadership Behavior: A Perspective of Institutional Symbiosis*

**Ji LI**, Hong Kong Baptist University, Hong Kong

**Ping Ping FU**, The Chinese University of Hong Kong, Hong Kong

**Irene CHOW**, The Chinese University of Hong Kong, Hong Kong

**T. K. PENG**, I-Shou University, Taiwan

*Cultural Caveats in Cross-Cultural Leadership Research: The New Zealand / Aotearoa Experience*

**Brad JACKSON**, Victoria University of Wellington, New Zealand

*Knee-Deep in Myths: Culture, Leadership Effectiveness and Management of African Organizations*

**Denis Chima E. UGWUEGBU**, University of Ibadan, Nigeria

*Transcendent Culture : Beyond Cross Cultural Compromise*

**William R. VENABLE**, Oklahoma State University, USA

**Aswin SUBANTHORE**, Oklahoma State University, USA

**6:00-8:00 PM DINNER**

**Saturday, June 12, 2004**

**Session 5A (9:00-10:30 AM) Leadership: Working Across Cultures**

*Leadership in Japanese Subsidiaries in Thailand: A Comparative Study of Work-Related VABEs*

**Timothy Dean KEELEY**, Kyushu Sangyo University, Japan

*New Cross-Cultural Leadership for Effective Global Management: Calling for Increased Linear/Nonlinear Thinking Style Balance*

**Yongsun PAIK**, Loyola Marymount University, USA

**Charles M. VANCE**, Loyola Marymount University, USA

**Kevin S. GROVE**, California State University, Los Angeles, USA

*The Influence of Cultural Differences on Leadership and Commitment*

**Jorg FELFE**, Martin-Luther University, Hall-Wittenberg, Germany

**Bernd SIX**, Martin-Luther University, Hall-Wittenberg, Germany

**Renate SCHMOOK**, Martin-Luther University, Hall-Wittenberg, Germany

**Session 5B (9:00-10:30 AM) Culture, Organization and Institution:  
Ownership, Entry, and Resiliency**

*Cultural Influence on Ownership Decision in China A Comparison Among the America, Japanese, and Taiwanese MNEs*

**I HAN**, National Taiwan University, Taiwan

*National Cultural Distance and Entry Mode Choice by Foreign MNEs: The Case of South Korea*

**Youngok KIM**, University of New South Wales, Australia

*Institutional Leaders: Resiliency of Chaebol*

**Lawrence HYNSON**, Oklahoma State University, USA

*South Korea's Cultural Bridge to India*

Sivakumar VENATARAMANY, Ashland University, USA

**10:30-10:50 PM COFFEE BREAK**

**Session 6 (Plenary Session II, 10:50-12:20 PM) General Issues in the Culturally Salient Study of Managerial Leadership**

*The Manifestation of Global Values in MNC Culture, and in Managerial Roles*

Miriam EREZ, Technion-Israel Institute of Technology, Israel

Yair BERSON, Polytechnic University, USA

Seymour ADLER, Aon Consulting, USA

*Evolution of Leadership in a Partially Globalized World: An Exploration into the Role of Cultural Dimensions*

Rabi BHAGAT, University of Memphis, USA

*Leadership in Cultural Context : The Case of Paternalism*

Zeynep AYCAN, Koc University, Turkey

*In Search of Culturally Distinctive Leadership*

Peter B. SMITH

**12:20-12:30 PM CLOSING OF THE CONFERENCE**

**12:30-2:00 PM LUNCH**

**2:00-5:30 PM CITY TOUR**

**6:00-9:30 PM DINNER & CULTURAL EVENT**