Intercultural Competence Needs of Managers in International Automotive Companies in the Eastern Seaboard of Thailand

Mahmoud Moussa*

บทคัดย่อ

ในศตวรรษที่ 21 ผู้นำส่วนใหญ่ตระหนักถึงความสำคัญของยุคโลกาภิวัตน์ โลกที่ไร้พรมแดน ก่อให้เกิดการเปลี่ยนแปลงด้านแรงงาน ผู้นำของนานาประเทศจึงเริ่มเห็นความสำคัญและจำเป็นในด้าน ความรู้ ความเข้าใจระหว่างประเทศต่าง ๆ ในโลก ทั้งนี้เพื่อให้ประชากรโลกได้มีโอกาสเลือกทำงาน ตามที่ถนัดและสนใจในที่ทำงานทั้งในประเทศและต่างประเทศ

ดังนั้นความรู้ความเข้าใจในด้านวัฒนธรรมของชนชาติต่าง ๆ จึงกลายเป็นสิ่งสำคัญยิ่ง ในยุคโลกาภิวัตน์ ด้วยเหตุดังกล่าวทักษะความสามารถซึ่งเป็นสิ่งที่ยากแก่การให้คำจำกัดความนั้น อาจรวมไปถึงเจตคติ ค่านิยม ความรู้และองค์ประกอบอื่น ๆ มากมาย ทักษะความสามารถคือ สิ่งที่นำไปสู่ผลงานที่ดี ผู้วิจัยจึงเห็นว่า การขาดทักษะความสามารถด้านวัฒนธรรมระหว่างชนชาติต่าง ๆ อาจเป็นปัญหาอุปสรรคต่อองค์กร โดยเฉพาะที่ประกอบด้วยพนักงานจากชาติต่าง ๆ มาทำงานร่วมกัน ไม่ว่าจะเป็นในประเทศไทย หรือประเทศอื่น ๆ ที่กำลังก้าวสู่โลกที่ไร้พรมแดน วัตถุประสงค์ของ การศึกษาครั้งนี้คือการเสนอองค์ประกอบของทักษะความสามารถของผู้จัดการที่ทำหน้าที่บริการให้คำปรึกษา เพื่อศึกษาวิธีการที่จะนำไปสู่ประสิทธิภาพในการทำงาน และบอกให้รู้ว่าอะไรคืออุปสรรคที่องค์กร กำลังเผชิญอยู่ การศึกษาครั้งนี้ผู้วิจัยได้สัมภาษณ์พนักงานจำนวน 9 คน ที่ทำงานในบริษัทรถยนต์ในบริเวณ อีสเทอร์น ซีบอร์ด ประเทศไทย ผู้วิจัยใชการเก็บข้อมูลการสัมภาษณ์แบบเชิงลึก และถึงรูปแบบ ข้อมูลที่ได้จากการสัมภาษณ์สรุปโดยการบรรยายจากการให้สัมภาษณ์ซึ่งประกอบด้วยประเด็นต่าง ๆ 9 ประเด็นดังนี้ ทักษะความสามารถของผู้จัดการ การสร้างทีมงาน ปัญหาที่องค์กรกำลังเผชิญอยู่ ปัจจัยที่จะนำไปสู่ความสำเร็จขององค์กรที่ประกอบด้วยพนักงานจากชาติต่าง ๆ วัฒนธรรมและวิธีการ

---

*นิสิตปริญญามหาบัณฑิต สาขาการพัฒนาทรัพยากรมนุษย์ (หลักสูตรนานาชาติ) M.A. (HRD)
 คณะศึกษาศาสตร์ มหาวิทยาลัยบูรพา จ.ชลบุรี

ทำงานของชาติต่าง ๆ ที่ทำงานในประเทศไทย ประการสุดท้ายผู้วิจัยได้นำเสนอรูปแบบการพัฒนาองค์กร
การจัดสภาพแวดล้อมที่เอื้อต่อองค์กรที่มีพนักงานจากชาติต่าง ๆ ทำงานร่วมกัน และยังได้เสนอแนะ
ความคิดเห็นเพื่อการศึกษาวิจัยต่อไป

คำสำคัญ: ทักษะความสามารถ/ วัฒนธรรม ความเชื่อทางด้านวัฒนธรรมของชนชาติต่าง ๆ /
ความหลากหลาย

Abstract

In the 21st century leaders have realized the importance of globalization, due to the changing workforce. Nowadays, leaders have become aware of the need for cross-cultural understanding, so that people can work positively whether locally or globally. Thus, cross-cultural knowledge will become even more important in our era of globalization. Accordingly, competency is a difficult concept and encompasses attitudes, values, knowledge, and some other factors which lead to an incredible job performance. Thus, the researcher viewed that the lack of intercultural competencies might be a barrier in multicultural organizations in Thailand, as well as to those who have the potential to become global. The purposes of this article, are to identify the competencies required for managers of intercultural consultancy services; to investigate ways which allow diversity to work effectively; and to identify barriers confronted by different cultures in international companies. Interviews were conducted with nine participants in four international automotive companies in the Eastern Seaboard of Thailand. Data were collected from the in-depth, semi-structured interviews of the participants. The findings were constructed by providing a comprehensive description of the setting. It is consisted of nine issues as followed: managers' competencies, team building for diversity, barriers confronted by differences in culture, successful intercultural environment, foreigners' cultures and working styles in Thailand, adaptability, communication skills, management issues, and educating foreigners the others' cultures in Thailand. Ultimately, the researcher attempted to develop a model for an intercultural work environment, as well as succinct recommendations for further researches.

Keywords: Competency, Culture, Multiculturalism, Diversity

Introduction

Recently, the competitive global business environment, and human resource development (HRD) practitioners have become more international in orientation and facing frequent challenges, which require high levels of competencies (Wheelen & Hunger, 2004).

Further, Daft (2008) acknowledged that, "Employees with global experience and cultural sensitivity are in high demand in many industries, and almost every employee is dealing with a wider range of cultures than ever before" (p.332). Additionally, decision makers have

started to wonder how HRD can contribute to a better understanding of intercultural perspectives in their businesses and practices, and whether their investments into cultural management training have been worthwhile. It is helpful to ensure that everyone in the organization fully understands how cultural differences can influence the management and organizational practices, either positively or negatively. Kenworthy (2003; cited in Sun & Shi, 2007) recommended looking at competence as a description of what people do and how people do it, however, Hager and Gonczi (1996; cited in Han, 2004) argued that when describing competency, the focus should not be only on task description. They emphasized that competency cannot be directly observed. On the other hand, Park (2003; cited in Han, 2004) defined competency as if it only contributes to high job performance. Susan and Randall (2002; cited in Huang, 2004) observed that globalization   make leaders committed to difficult tasks to compete and make their development sustainable. Most importantly, Susan and Randall (2002) demonstrated that the workforce diversity term, is a sweeping statement, and implies to people from different backgrounds in today's world. Moreover, Gomez-Mejia, Balkin and Cardy (2004) interpreted that our businesses can utilize human resource strategies to gain the desired outcomes. Lastly, Gareth and Jennifer (2003; cited in Huang, 2004) suggested that many businesses need to undertake a global perspective, and the

threats that might face it, to survive in the 21st century.

Purposes

The three main purposes are: to identify the competencies required for managers of intercultural consultancy services in order to optimize the effects of cultural diversity in Thai international automotive companies; to investigate ways which allow diversity to work effectively; and to identify barriers confronted by different cultures in international companies.

Research Questions

Main question: What are the competencies re quired for the manager who provides intercultural consultancy services, and how to utilize the competencies to work in Thailand?

1. Sub question: What are the most needed competence for the manager who provides intercultural consultancy services?

2. Sub question: What are the ways to allow diversity to work effectively?

3. Sub question: What are the barriers confronted by differences in culture   in international automotive companies?

Review of Literature

HRD practitioners took over the meaning of competency and examine the validity of its expectations, because many corporations restructure their businesses as global competitors by identifying employees'

individual competency as an essential part to achieve their goals (Gomez-Mejia, Balkin & Cardy, 2004). Further, culture is an important concept that should be perceived to gain the insight or the vision of managerial practices and specifically, intercultural teams that consist from several cultural backgrounds (Yang, 2003). Therefore, cultural diversity is the salient point that intercultural teams should face, to be effective. In short, managing differences well, and being aware of cultural diversity in the workplace, will allow individuals to perform better than single culture teams (Adler, 2002; cited in Woo, 2003). As such, Hewapathirana and Pruetipibultham (2006) synthesized some factors to successful engagement in international companies as presented: skilled workforce; developing global business surrounding; encouraging foreign investments; cooperation and flexibility when dealing with other countries; and positive feedback from the customer about services or quality. In contrast, they concluded that there are some other challenges, such as an unknowledgeable workforce about cultures and foreign markets, differences in theoretical models and practices, and different management styles.

Methodology

The researcher started this study with selecting a problem, writing inclusive ideas about the research problem, and a variety of knowledge of the related literature. The next step involved in the research paradigm (constructivism) because it is obvious that throughout the study, the researcher explored all human's behavior in how to manage or deal in a multicultural environment. The focus on specific methods of data collection, such as the data collected from the in-depth, semi-structured interviews of the participants. For the analysis task, transcribed taped interviews; some translations were made from Thai to English; allowed the informants to review their information for accuracy and reliability; organized data according to issues raised; organized the respondents' answers in line numbers; developed some codes from the respondents' answers; a comprehensive illustration and description were made; developed categories; summarized each category or each interview session; compare and contrast different data with the aim of synthesizing documents into an inclusive description of the whole process; drafting and redrafting. Moreover, trustworthiness and ethical considerations were considered in this study. The researcher should notice that he conducted his interviews in four international automotive companies in the Eastern Sea Board of Thailand, with nine leaders in the top management, (e.g. managing director, Human resource manager, and manufacturing manager) in the middle of January 2009. However, the researcher contacted his gate keeper to facilitate the process with whom the researcher gained access, and then what is

claimed from the informants helped me to decide different types of data to gather.

Trustworthiness

Most importantly, being honest and clear was the best policy throughout the study, with the aim of gaining healthy information and contributing to the nature of the study. Alongside, the researcher attempted to avoid common sense or personal ideas, which helped to construct trustworthy interpretations.

Findings

The researcher is going to explore or discuss nine issues and its components, according to what has been discussed and found in the current study. After an exhaustive investigation, the researcher attempted to compile possible and necessary factors in an intercultural environment as presented in the figure below:
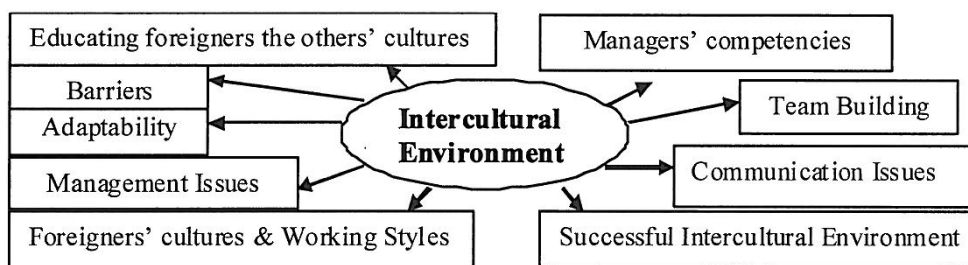

Figure 1 Model: Intercultural Environment

Managers' competencies

The researcher found the most relevant competencies or characteristics for leaders in the top management in international automotive companies as showed: open mindedness, world wide vision, acceptability, following up, specialists, knowledgeable, leadership skills, management skills, HR and HRD concepts, work experience with foreigners, eagerness to learn, non ethnocentric attitude, problem solving, adaptability, maturity, fair and succinct, innovative, responsible, standardized, and foreign language competence. Moreover, one of the participants

of this study, noted some fundamental competencies to improvement and to develop consultancy services among people from different cultures. For instance, cultural knowledge of different countries, non-ethnocentric attitude to respect differences among people, eager to learn new cultures, and look for its strengths and weaknesses, and the ability to adapt ourselves to accept different cultures and traditions. Besides, one of the participants confirmed that managers should be open minded and accept others' opinions or others' points of view, as well as being ready to learn

from the others even if they are bosses. Another competence which is necessary for the manager, who provides intercultural consultancy services, is motivation. Managers should know how to urge the employees how to work effectively. Also, managers should have arts of communication, as well as presentation skills, in order to communicate successfully with others.

...the manager should make people communicate effectively with each other.

For example, the manager should communicate openly, concisely, and

frankly to western people. On the other hand, westerners should

communicate to Asian people in a systematic style, full of information, and save face, etc.

Additionally, the participants of this study added, the need of maturity, coaching skills, and acting as a teacher for the employees.

I would like to talk about maturity. I mean by maturity, how much

experience do you have? How long have you been working? How can you

adapt yourself? How about your coaching skills? How can you motivate

other people? How can you make a plan? How can you follow up with your

employees? And at the same time you should be as a teacher for your employees or your subordinates.
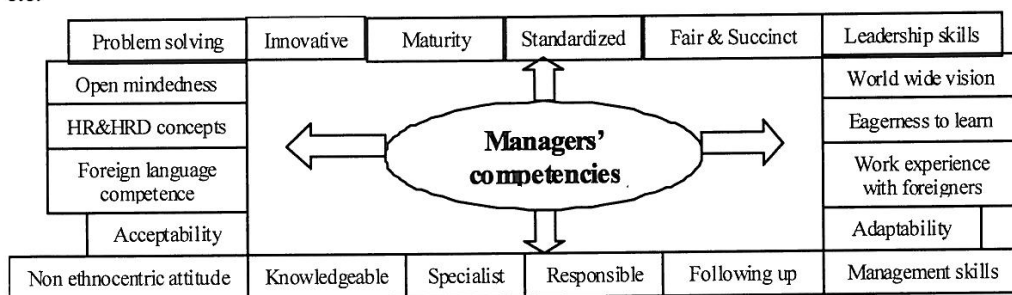
Problem solving	Innovative	Maturity	Standardized	Fair & Succinct	Leadership skills
Open mindedness					World wide vision
HR&HRD concepts		**Managers' competencies**			Eagerness to learn
Foreign language competence					Work experience with foreigners
Acceptability					Adaptability
Non ethnocentric attitude	Knowledgeable	Specialist	Responsible	Following up	Management skills

Figure 2 Managers' competencies

Team building for diversity

The participants of this study, concluded a number of factors needed for allowing diversity to work effectively, or building intercultural teamwork. These factors are: listening to others, respecting and accepting others, trust, seeking opinions, middle

point, working in groups, good relationships, activities, harmony, following the rules, brainstorming, mixing our needs, empowering and cooperating, teamwork, outing trips, crosscultural team projects, empathy and sympathy, creating values, family days, educating the employees, cultural exchanges, formal business

language, nurturing others' skills, clearness, love, and loyalty. Meanwhile, the participants acknowledged that they always encourage Thais and foreigners to work in harmony and be neutral, no matter if you are boss or a subordinate. Besides, empower the employees to work as a team, and cooperate either in or out of each department, so that they know how to learn other languages and other cultures by OJT programs (On-the Job Training). Nevertheless, the researcher added to the current study, that

there is an urgent need for empathy, sympathy, outing trips, and family days, to make people close to each other.

I think you should know that both Thais and foreigners should have empathy and sympathy towards each other, in order to work together effectively.

Organize outing trips to learn local ways of living and cultures by groups,

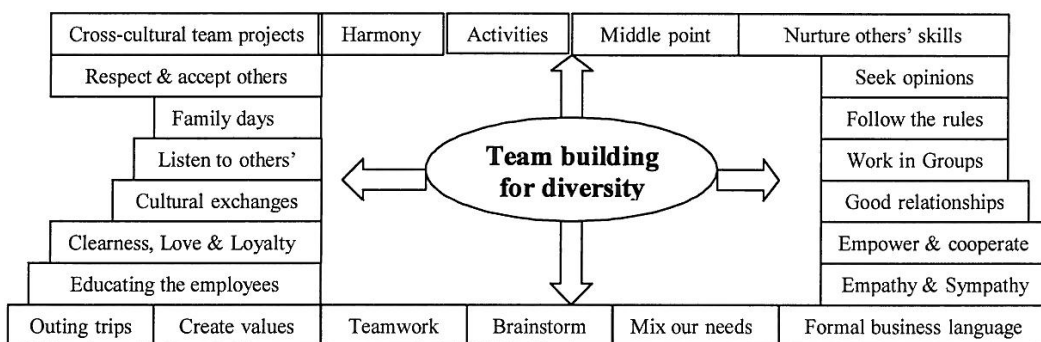*and let the employees exchange cultures' practices with each other.*

Cross-cultural team projects	Harmony	Activities	Middle point	Nurture others' skills
Respect & accept others				Seek opinions
Family days				Follow the rules
Listen to others'		**Team building for diversity**		Work in Groups
Cultural exchanges				Good relationships
Clearness, Love & Loyalty				Empower & cooperate
Educating the employees				Empathy & Sympathy
Outing trips	Create values	Teamwork	Brainstorm	Mix our needs	Formal business language

Figure 3 Team building for diversity

Barriers confronted by differences in culture

Speaking of the barriers confronted by differences in culture, the participants of this study explained their thoughts and feelings clearly as followed: disrespecting the others, inequality, nepotism, feelings of biases, ethnocentric attitude, inappropriate behavior, differences in culture, ambiguity, bossy people, unreasonableness, blocking people's thinking, irrelevant systems, no integrity, misunderstand-

ings, language barrier, conflicts, mystery and unfamiliarity, irresponsibility, historical events, and incompatibility. Following this line of thought, one of the participants commented that, it is difficult to make Thais and foreigners meet each others in the middle, because of their different cultures. The participant confirmed that, his company did not succeed in making people from different cultures, work together effectively. In other words, the participant mentioned that, they just work together, but if

we ask about their deep feelings, they are not working well together. They have some conflicts and they can not talk, they can not say what they want and they can not understand each other. The participants clarified that the Thais when they smile, sometimes it makes foreigners feel that we look down at them. Also, different attitudes are another barrier. Thais and foreigners always have different attitudes. Another barrier, is that the Thais do not have enough basic English. Additionally, the researcher found more barriers, such as nepotism, or those who are in a position of power might give their families an unfair advantage (job) in the Thais' companies. One of the participants of this study, noticed that, when the top management (Japanese) wants to move someone to another department, they will do it without looking at his or her abilities. Some people (Japanese) did not come to work in Thailand by recruitment, and this will make people disrespect each other or have a lot of conflicts. Furthermore, one of the participants of this study noted that, people's behavior might be a barrier, because someone might be irresponsible at work, and some Thais like to throw their mistakes on other people's shoulders. For example, if something wrong happened at work, the one who is in charge might say that, "it is not my mistake" I have got this from someone else. So, these kinds of problems you might face when you work with people from different cultures. Moreover, the participants demonstrated that

inequality, is another big barrier in Thai international companies. In other words, the Japanese have more authority than the Thais. When the Japanese have to take a decision on something, the Thais can not decide anything. Hence, everything must be approved by the Japanese only.

The Japanese have more chances than the Thais, because the Japanese are

the owners of our organization. As such, they let the Japanese come and

control the Thais in our organization, which is a big problem. Also, the

Japanese never accept to be less than the Thais at work.

Another big barrier, is that foreigners manage the Thais' organizations by their own systems and rules, without looking at the Thais' environment and what is suitable for the Thais.

We feel serious with the Japanese bosses because they like to do

things straight forwarding, according to their rules and regulations.

However, they should think that the environment in Thailand, is not the same

as Japan. For example, in Japan, they have steps or rules for salary systems,

but in Thailand we do not have the same system. In other words, they try to
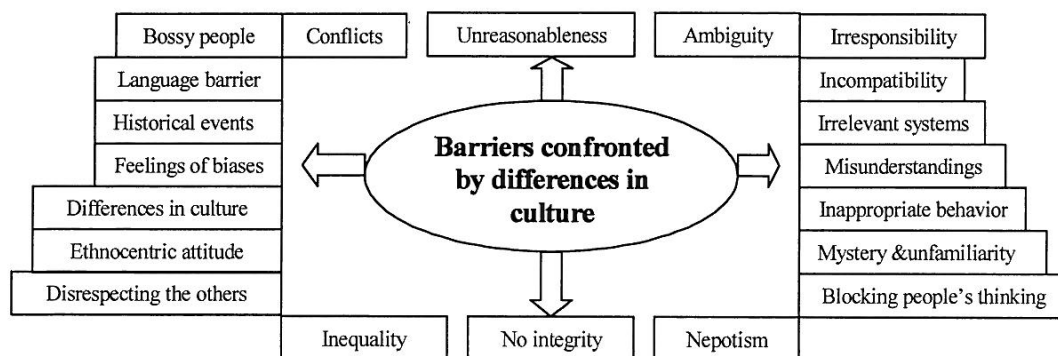
put their system in our organization.

Figure 4   Barriers confronted by differences in culture

Successful intercultural environment

On the other hand, the participants of this study, compiled the success factors in an intercultural environment as presented: technology from foreigners, as well as a plethora of knowledge, adaptability, foreign invest-ments, good materials at low costs, people from different countries, exchanging experiences, stable financial status and welfare, enjoy work-ing with foreigners, globalization, reasonable-ness, unity and harmony, sustainable develop-ment, receptiveness, learning others' cultures, alertness, accept differences, good attitudes, ap-propriate strategies, respecting others' beliefs, supporting innovations and trust the others. The participants interpreted that their organizations achieve low costs, because they know how to get cheap materials, through some people from different countries. These people could bring us good materials, and cheap at the same time, because in our country the materials we need, might be more expensive than in other countries. Also, sometimes we can negotiate

with people who are in charge in other countries; because we have some people from their countries working with us.

The participants mentioned that, there is something very important by valuing diversity, which is the foreign investment in the company. They get a lot of capital or invest-ments from the Koreans, because they are a big partner. Koreans invest a lot of money in the company, which makes the other partner stronger than other companies, that have a management from only one country or nation-ality. Other success factors are, to learn about differences between Thais and foreigners; then, we can take the good things from the others.

The participants of this study, also commented that, accept differences among people, and respect each other are the key points to success. Previous studies, and the current study, showed that it is obvious that specifically intercultural teams are very essential for successful global organizations, because they bring various experiences. Undoubtedly,

leaders in the twenty-first century have several challenges, most important of which is to succeed of making their organizations as integrated or cohesive communities, where all people commit and undertake certain and common purposes to make a sustainable development.

Foreigners' cultures and working styles in Thailand

In this section, the researcher found a succinct description of the Japanese behavior or working style in Thailand, Koreans' working style versus the Thais' working style or behavior, the Europeans and Americans working style or cultures.

The participants of this study, acknowledged that the Japanese, just listen and perceive any order or command from their bosses only. Further, the Japanese always think that they are better than the Thais, and never accept that sometimes the Thais are better than them, and they never listen to the others too. Moreover, the participants stated that the Japanese never feel pleased with the Thais. They consider the Thais, low level, low education, and everything they believe that they are better than the Thais.

...the Japanese culture, in my opinion, they just listen and perceive

any command from their bosses only. In other words, when a Japanese

leader orders something, the employee just implements what he/she was told

immediately. Thus, it seems like that the employees should block their thinking.

Speaking of Koreans, sometimes Korean's behavior is taken from the Europeans' cultures. They were also thinking like Japanese. Moreover, Koreans always come to work on time, and this is not the Thais behavior, because the Thais always come to work too late. Koreans when they are talking, they talk very loudly but the Thais do not like to talk loudly. As a result, when the Thai sees the Korean talks loudly, the Thai might think that the Korean is aggressive or not pleased from something. In Korea's culture, people see that the family is considered the most important thing for them. Additionally, Koreans nature or work style is fast, high responsibility, self disciplined, logical thinking, and information oriented support. Generally speaking of the Thais and Koreans' behavior, when the Thais sit and talk to the Koreans, suddenly, the Korean puts his/her feet on the table, and the Thais cannot accept this behavior. The Thais think that this is impolite, but it is a normal behavior for Koreans. Lastly, Koreans believe and respect seniority more than the Thais. In Korea's culture, if you finished your work, you cannot go back home unless your boss goes first, or if you are eating with your boss, and he/she did not stop eating, so you cannot go before him/her.

Speaking of the Thais, they always ask for opinions before doing anything because of

"Kreng- Jai". The Thais like everything smooth, quiet, and always smile. Nevertheless, they work like "Chao-Cham-Yen- Cham" it means that the Thais are working slowly, and not enthusiastic. In other words, the Thais' nature or work style is slow, smooth and cautious. Meanwhile, Thai people are kind, reciprocal, help each other, care for others' feelings, always kind (Jai-dee), and modest with elderly people.

Americans, like to work with documents. Hence when you work with them, you should have presentation skills. You should know how to present your work, because Americans always consider this point very important at work.

Speaking of the Europeans, the participants of this study, mentioned that the Europeans only care about work, so you have to work very hard with them.

Adaptability

The participants of this study, gave special importance to how people can adapt themselves, with people from different cultures. Thus, they concluded the following: CSR or corporate social responsibility, acceptance of others' cultures, adaptation, learning others' cultures, good attitudes, smiling to everyone, make people accept us, and know what the others' expect from us. Some of the participants interpreted that, smiling to everyone is very necessary because of the Thais' nature or traditions.

Communication issues

Another interesting issue, is that several answers were repeatedly mentioned by the participants, such as dealing fairly with others, communicate in different styles, speeches, orientations, and meetings, communication starts from the employees to the top management, seeking opinions, sharing ideas, and communications' parties.

Management issues

The researcher explored management issues, when asked the participants of this study, and they thoroughly noticed about: management style in the East, care of the employees' families, motivation, promotions, rewards, development, designing trainings suitable to individual needs, indicators, to put the right one in the right place, matching abilities with jobs, clear mission and vision, provide orientations about JD (job descriptions), record everyone's opinions, empowerment, flexibility, high conflict management, cooperation and participation, corporate values, customer satisfaction, technical and professional skills, special events or activities, respect and accept different cultures, respect others' beliefs, safety, and equality among people. The participants of the current study added to the previous studies, that the management should make a standard, in order to make people work together cohesively, as well as provide some methods and tools for everyone to facilitate their work. Moreover, they emphasized on meritocracy, where people

get power or money on the basis of their ability "we should put the right one in the right place".

Educating foreigners the others' cultures in Thailand

Lastly, the researcher found some useful information, on how to make foreigners survive with those they are working with, as followed: provide general knowledge for foreigners, support learning by doing, support foreigners learning about our culture, identify differences between our culture and foreigners' cultures, educating foreigners what is suitable to our culture, educating foreigners about strengths and weaknesses of each culture, and provide some programs about our culture, traditions, etc.

My boss used to ask me about the King, he was really surprised and wonder

why the Thais love the king so much? And why the Thais wear yellow T-

shirts every Monday in 2008? I said to him, that the King always helps us on

everything, and whatever will happen, he will be next to all of us and solve

any problem which appears in Thailand. So, we can teach foreigners this

kind of knowledge, and you know the result? The Japanese followed us and

wore their yellow T-shirt, which means that they can adapt themselves to the Thais'
culture

Most importantly, the researcher in this part of the study, did not find similar information in previous studies or related literatures. The rea-son for that, because most researches on cross-cultural workplace take place in the developed countries, but little has been done on the cross-cultural workplace in the developing countries, such as Thailand (Colignon; Usui; Kerbo; & Slagter, 2009).

Recommendations for further researches

The researcher selected the qualitative approach for this study, as it is related to cross-cultural issues and how diversity works best in multicultural organizations. However, the researcher suggests, more researches on cross-cultural workplace, uses the mixed methods approach, because of the need for an authentic assessment to evaluate the advancement of skills and attitudes in such activities, or special events. Hence, the quantitative approach is needed in this study, besides the qualitative approach, and the non random sampling with the random sampling, might give equal opportunities to the participants of further studies.

References

Adler, N.J. (2002). *International Dimensions of Organizational Bbehavior* (4th ed.). Cincinnati, OH: South-Western.

Colignon, R., Usui, C., Kerbo, H., & Slagter, R. (2007). Employee Commitment in U.S. and Japanese Firms in Thailand. In *the Annual Meeting of the American Sociological Association*, New York, Aug 11, 2007. Retrieved April 7, 2009, from   http://www.allacademic.com/meta/p183023_index.html.

Daft, R.L. (2008). *The Leadership Experience* (4th ed.). South-Western :Thomson. (p.332).

Gareth, R.J., & Jennifer, M.G. (2003). *Contemporary Management* (3rd ed.). New York: McGraw-Hill.

Gomez-Mejia, L.R., Balkin, D.B., & Cardy, R.L. (2004). *Managing Human Resources* (4th ed.). New York: Pearson Prentice Hall.

Han., H.Y. (2004). Should Competency-based HRD be Understood Differently in Different Cultures? Limitations of the Utility of CBHRD in Korea. In *Proceeding AHRD 2004 Conference* [Data file]. Austin, Texas: Academy of Human Resource Development.

Hager, P., & Gonczi, A.(1996). What is Competence?. *Medical Teacher, 18*(1), 15-18.

Hewapathirana, G.I., & Pruetipibultham, O.J. (2006). Cross-cultural HRD Consulting: Challenges and Opportunities for U.S. HRD Consultants in Southeast and South Asian Countries. In *Academy of HRD*. Malaysia: University of Putra.

Huang, Y.M. (2004). Managing the HRD: Globalization and Cultural Diversity. In *Proceeding AHRD 2004 Conference* [Data file]. Minneapolis, Minnesota: Academy of Human Resource Development.

Kenworthy, J.W. (2003). *A Study of the Attributes of Managerial Effectiveness in Singapore*. Retrieved October 20, 2005 from www.ce-asia.com.

Park, R. J. (2003). English as an International Language: Implications for HRD Professionals, Especially in Thailand and Southeast Asia. In *The 2nd International Conference on Human Resources Development* [Data file]. Bangkok: National Institute of Development Administration.

Sun., L., & Shi., K. (2007). The HR Competency Studies and the IPMA-HR Competency Training and Certification Program in China. In *Proceeding AHRD 2007 Conference* [Data file]. Baijing: Academy of Human Resource Development.

Susan, E.J., & Randall, S. S. (2002). *Managing Human Resources- A Partnership Perspective.* (7th ed.). New York: Thomson Learning.

Wheelen, T.L., & Hunger, D.J. (2004). *Strategic Management and Business Policy* (9th ed.). Australia PTY: Pearson Education.

Woo, C.S. (2003). Understanding Cultural Differences between China and Korea for Intercultural Team building. In *Proceeding AHRD 2003 Conference* [Data file]. Minneapolis, Minnesota: Academy of Human Resource Development.

Yang, R.T. (2003). *Adsorbents Fundamentals: And Applications.* New York: John Wiley & Sons.