Today’s global business environment is marked by change, complexity, and multicultural settings. The way in which we work has changed dramatically, leading to management and communication challenges:

- Virtual teams are commonplace, allowing little face-to-face interaction with the people we manage or report to.
- We interact with global customers and our teams are staffed with international colleagues.
- Companies are frequently involved in the challenging process of absorbing competitors, being acquired, or complex reorganizations.

This four-day program integrates two approaches that effectively address these challenges. Cross-cultural management provides tools to successfully bridge national and organizational cultural differences. Change management focuses on the complex dynamics of the human element of change. Together, these approaches provide managers with integrated tools and proven techniques for leading diversified teams and achieving organizational change.

Participants leave this interactive program better prepared to capitalize on the complex dynamics and opportunities of today’s changing business environment.

**CURRICULUM**

This program integrates the concepts of cross-cultural management and change management. Participants come away with the knowledge and expertise to effectively manage multicultural teams and lead change in complex business environments. The following topics will be covered:

- **Cross-cultural management:** Using cultural models to better understand the impact of culture on management. Learning how to apply this knowledge to increase competitive advantage and day-to-day leadership ability in global business.
- **Organizational culture and change management:** Understanding the layers of organizational culture and the impact on leading change. Leveraging change management strategies and tactics to effectively manage change across national and organizational cultural differences.

Group exercises, an intercultural awareness profile, role plays, and a computer-based simulation are incorporated. Self-assessments and small group discussions increase the personal relevance of the material for each participant.

Tools and models discussed during the program can be applied immediately in the workplace. A unique strength of the program is the opportunity for each participant to address a personal leadership challenge. Concepts from sessions are applied to the leadership cases, culminating in an opportunity to receive feedback and develop strategies during small-group sessions with colleagues.

“It raised my awareness about cultural differences and how to deal with them.”

President, Automotive Aftermarket, Robert Bosch GmbH, Germany

**TARGET PARTICIPANTS**

*Leadership and Change Management in a Multicultural Context* is designed for executives and mid- to upper-level managers who are focused on improving their leadership skills, knowledge, and effectiveness in a changing business environment or an international setting.

Recommended participants include those who:

- Supervise multicultural teams or departments
- Interact with international managers, colleagues, or customers
- Lead organizational change
- Engage in mergers, acquisitions, or complex reorganizations impacting a multinational business
- Hold or aspire to a key role in their organization
- Develop talent within an international organization

To maximize the impact of the program across your organization, we encourage cross-functional teams to participate. A 10% discount is available to companies sending three or more participants.
**PROGRAM DETAILS**

**Dates:** November 17-20, 2014

**Location:** Carnegie Bosch Institute at Tepper School of Business, Carnegie Mellon University, Pittsburgh, Pennsylvania, USA

**Limited Enrollment:** To ensure a productive and interactive learning atmosphere, we limit enrollment to 36 participants. This group size guarantees a high return on your investment. Registrations are processed on a first-come, first-served basis, so register early.

**Fee:** The program fee of $5,400 USD per person covers tuition, course materials, and most meals. Companies sending three or more participants, organizations with fewer than 500 employees, non-profits, and the government sector receive a 10% discount.

**Accommodation:** Rooms have been reserved at special seminar rates at a local hotel. Logistic details will be communicated to participants after registration. Cost of accommodation is not included in the program fee.

Register online by October 17, 2014 at [http://cbi.tepper.cmu.edu/multicultural](http://cbi.tepper.cmu.edu/multicultural)

For more information, visit cbi.tepper.cmu.edu, email cbi@andrew.cmu.edu, or call +1 (412) 268-7344.

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**CORE FACULTY**

**Denise Rousseau**

**H.J. Heinz II Professor of Organizational Behavior, Heinz College and Tepper School of Business at Carnegie Mellon University**

Dr. Rousseau teaches courses on evidence-based management and decision making. She is a faculty director for the Institute for Social Enterprise and Innovation at Carnegie Mellon University. She has served as president of the Academy of Management and editor-in-chief of the Journal of Organizational Behavior. Dr. Rousseau is a two-time winner of the Academy of Management’s George Terry Award for best management book (I-Deals: Idiosyncratic Deals Workers Bargain for Themselves, 2006; Psychological Contracts in Organizations, 1996).

**James Stück**

**Director, Global Associates, and Associate Professor of Management and International Business at Valparaiso University**

Dr. Stück is a cross-cultural management practitioner, consultant, and professor. For more than 20 years, he has been a cross-cultural management consultant with Global Associates. He has managed international teams for over a decade in South America, Europe, and Asia; worked for six years on Wall Street; and was an associate for eight years with ITIM BV, an international cross-cultural management firm based out of The Hague, Netherlands. Dr. Stück has taught executive-level courses at Accenture, Rockwell, and McDonald’s.

*Carnegie Bosch Institute reserves the right to make faculty substitutions.*

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**THE CARNEGIE BOSCH INSTITUTE ADVANTAGE**

- **World-renowned university** – Throughout its history, top-ranked Carnegie Mellon University has been a birthplace of innovation. Today, CMU is known for bringing groundbreaking ideas to market and creating successful startup businesses.

- **Faculty from academia, industry, and consulting** – Our program content is delivered by industry experts and consultants from around the world, as well as academics from Carnegie Mellon and other top universities.

- **Human element** – Understanding how people react to change, perceive the world around them, and work most effectively are keys to success in today’s business environment. Our programs focus on the people factor, or human element of leadership.

- **Engaging classroom experience** – Our faculty’s dynamic, interactive teaching style is supported by hands-on projects, team exercises, computer-based simulations, and other experiential learning elements. A small class size contributes to the intimate and effective learning atmosphere.

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**ABOUT CARNEGIE BOSCH INSTITUTE**

The Carnegie Bosch Institute is a unique alliance between the renowned Carnegie Mellon University in Pittsburgh, Pennsylvania (USA) and the Bosch Group, a leading global supplier of technology and services in the areas of automotive technology, industrial technology, consumer goods, and energy and building technology, headquartered in Stuttgart (Germany). The Institute was established as an entity within the Tepper School of Business at Carnegie Mellon in 1990 through a major endowment provided by the Bosch Group. The Carnegie Bosch Institute is positioned at the intersection of academia and industry. The mission of the Institute is to improve international management and leadership by advancing the understanding of both managers and researchers of fundamental issues related to global business. In order to do this, we sponsor four academic chairs, fund research projects focusing on the management of international corporations, and provide innovative executive education programs targeted to the needs of global executives and companies.

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“Very insightful information that will help with transition at our company.”

Global Director, Strategic Pricing and Implementation Department, MSA, USA

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