An Analysis on the Core Competence of International Offices
: Focused on the experience of SNU

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ABSTRACT

Competence is an underlying characteristic of people, which indicates a way of behavior or thinking and that provides a generalized perspective across situations. Competency-based human resource management predicts superior job performance. Hence the competence approach provides a human resource method broadly applicable to recruitment, selection, appraisal, and development for the challenging years ahead. After years of participant observation, this study was conducted to find a clear answer to the question, “What are the core competences the international office need?” In order to answer the question, several staff members who have achieved superior performance since 2003 were selected as sample. This presentation concludes that each position needs its own competence and recommends the competence-based HRD, which is applicable to strengthen management of the university international offices.
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- Current Changes at SNU
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Current Changes at SNU

University Ranking

International Partnership : MOU

Innovating Universities Through Internationalization

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February 2 2007
Hyun-Jun JOO
Seoul National University

The world's top 200 universities by The Times (2006)

Current Changes at SNU

University Ranking

2nd University Administrators Workshop
**Current Changes at SNU**

- **Student Mobility: Exchange Students**

<table>
<thead>
<tr>
<th>Year</th>
<th>Outgoing</th>
<th>Incoming</th>
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<tbody>
<tr>
<td>2003</td>
<td>50</td>
<td>125</td>
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<td>2004</td>
<td>54</td>
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<td>2006</td>
<td>83</td>
<td>202</td>
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**Research Questions & Methodology**

- **Questions**
  - What competence brought successful result?
  - What are the core competence International Offices need?
  - What are the effective ways to increase competences?

- **Methodology**
  - Participant Observation: from 2003 ~ present
  - Ethnographic Interview: unstructured interview

- **Informant: Staff Members**

**The Concept of Competence**

- **Definition**
  Underlying characteristic of an individual that is casually related to criterion-referenced effective or superior performance
  
  (Spencer & Spencer, 1993)

- **Underlying Characteristics**
  - Motive, Trait, Self-Concept: Hidden
  - Skill, Knowledge: Visible

**The Concept of Competence**

- **Casual Relationships**

- **Criterion Performance**
  - Superior Performance
  - Effective Performance
The Core Competences of Int’l Office

**Organizational Chart**

- Dean
  - Leadership, Vision, Managing Culture & Climate, Decisiveness
- Director
  - Problem-Solving, Motivating Others, Empowerment, Resource Allocation, Tracking Process
- General Manager
  - Supporting others, Flexibility, Coaching, Monitoring, Assuring Growth & Development

**International Relationship**
- Networking, Language Skill, Negotiation, Rapport

**Exchange Program**
- Networking, Relationship Building, Insight, Proactive

**Student Advising**
- Service Orientation, Awareness Feeling, Interpersonal Understanding

**Protocol**
- Expertise, Language Skill, Networking, Experience

**Suggestions**

- **Competence-Based HRM**
  - Recruitment
  - Selection
  - Training
  - Positioning
  - Assessment
  - Rewards
Suggestions

- Core Competence Analysis
- Internship System
- Training / Education Program
- Staff Exchange With Partner Universities