Leadership Theory and Practice
Spring 2010 (RA10/310)

The Institute of International Management is dedicated to providing a quality teaching and research environment to provide students with a broad, integrated knowledge of management in preparation for successful careers in business, government or academia.

General Program Learning Goals (goals covered by this course are indicated):

| x | 1 | Graduates should be able to communicate effectively verbally and in writing. |
| x | 2 | Graduates should solve strategic problems with a creative and innovative approach. |
| x | 3 | Graduates should demonstrate leadership skills demanded of a person in authority. |
| x | 4 | Graduates should think with a global management perspective. |
| x | 5 | Graduates should possess the necessary skills and values demanded of a true professional. |

Course Time: Tue. 14:10-17:00 (Elective, 3 Credits)
Office hours: 12:30-15:30 Tuesday and by appointment
Classroom: 62401
Instructor/Facilitator: Hao-Chieh Lin, PhD
Email address: linhjtw@ncku.edu.tw
Skype: linhjtw

Never doubt that a small group of thoughtful people could change the world.
Indeed, it’s the only thing that ever
-- Margaret Mead, Anthropologist --

Course Description

This course concerns a variety of leadership theories and practices. It also covers the major approaches to leadership in a way that illustrates how to be a leader in any position in an organization. The topics that we will discuss in the class include the human side of leadership, various leadership styles, and the developments of leadership skills. Class sessions will center on lecture, cases, and discussion, but will include self-reflections, exercises, activities, and videos. Participants’ questions and engagements are highly welcome, encouraged, and expected.

Course Objectives

This course intends to provide a foundation of motivation and understanding for leadership development by offering theoretical background, practical information and an opportunity for self-assessment that will permit participants to begin or continue the career-long development of their leadership talent.
This course is not intended to “teach” leadership. Only participants can teach themselves leadership by:

1. Developing an understanding of personal strengths and weaknesses for leadership
2. Assuring that he/she possesses the personal traits and qualities required by a leader
3. Developing the capacity to be any type of leader and use any style of leadership required
4. Seeking training in a number of valuable leadership skills
5. Acquiring a mentor
6. Constant practice and leadership experience.

Note: In light of learning effectiveness, all the content below is subject to change.

Course Requirements

1. Participation and Engagement
   - The course has great interactive elements. I believe that it’s our collective efforts that can make the class successful. I also believe it’s “we” not “I” can maximize the learning effectiveness. Therefore, I hope we together build a community in the class in which participants appreciate and learn from each other.
   - People learn best when they are active (not passive). Your active participation is essential to this class. Participation is more than just attending class and asking an occasional question. Full participation consists of refraining from inappropriate use of one’s laptop (e.g., web surfing, instant messaging, reading e-mail, doing assignments for other classes), demonstrating that you are prepared for each class, listening carefully, asking thoughtful questions that help you and your peers learn, responding respectfully to peers, and engaging productively in all class cases/exercises etc.
   - Studying textbook and readings before class is highly recommended. I will present textbook material and elaborate its business implications. However, I may not able to cover all the material in the textbook during course lecture. Your study prior to the class will be much helpful for participation and learning effectiveness. You are very welcome to discuss with me for all the course-related issues.
   - Self-assessments will be assigned along with the course schedule.

2. Open book midterm exam.
   - The exam will be held on April 28th. You can bring any written documents with you. However, please turn off your electronic devices (e.g., laptop, cell phone etc.) during the exam. The primary source of exam questions is the textbook chapters (Chapter 1 to Chapter 10), the PPTs, and the concepts highlighted in each case/exercise or on the board. Two kinds of questions will be included: true/false and multiple choice.

3. Group-based case presentation and write-up
   - Participants are expected to form several groups (basically, 3 in a group). Group members
are expected to be as diverse as possible.

- We have 11 short cases and so each group needs to lead 1-2 cases (The cases are included in the appendix of the textbook). Except Case 1 (I will lead) and Case 2 (will be assigned to volunteer or by invitation), the rest of 9 cases will be assigned to groups on a lottery basis. The leading group is required to present with PPT and, most importantly, lead the discussion, which should last about 40-50 minutes in total. It is highly encouraged to find additional material to support your presentation and discussion.

- Each group needs to discuss every case before a class. Every group needs to finish a **one-page write-up** for each of the assigned 5 cases, listed below. The write-up should follow the discussion questions at the end of a case.

<table>
<thead>
<tr>
<th>Group number</th>
<th>Case number for write-up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Odd (1, 3, 5, 7…)</td>
<td>Case 3, 5, 7, 9, 11</td>
</tr>
<tr>
<td>Even (2, 4, 6, 8…)</td>
<td>Case 2, 4, 6, 8, 10</td>
</tr>
</tbody>
</table>

* No write-up is necessary for Case 1. However, everyone needs to read it and think of the discussion questions in advance.

- The write-up and the PPT need to be uploaded to the MOODLE system by 5:00pm, Tuesday. For the effectiveness of case discussion, you can just upload part of your PPT slides before the course and then the full PPT after the class.

- Each group member should contribute equally to the group. Your final grade in this area will also be based on peer review of your team members.

4. **Group-based term project**

- The practices-oriented term paper requires each group to (1) select a well known BUSINESS leader; (2) research or study him/her/them through various media (e.g., books, biographies, newspaper and magazine articles, videos and news reports, internet and, company annual reports, speeches, etc.); (3) show how the concepts of this course were used by the leader; (4) and lead discussion about the direct implications of this leader’s actions, thoughts, behaviors, etc., for the leadership developments of practitioners and students (Discussion questions need to be included right after the text!). A sample list of leaders is put after the course schedule session. Business leaders other than those in the list are allowed but must be approved by me.

  ◆ **NOTE**: Your paper needs to be ORIGINAL. Please put your reference list at the end of the paper.

- Each group needs to use the paper to lead a 20-minute discussion at either of the last two courses. The paper should be about 15 pages (12 point fond, double space, Times New Roman). The next group will be responsible for commenting (appreciate and criticize) on its prior group’s project (e.g., group 2 will comment on group 1). The comments include twofold: (A) The paper itself: including the significance of the topic, the organization and writing quality, the clarity and completeness, and the consistency of the content and the
discussion questions; (B) The discussion: including the PPT quality, the discussion (asking-responding) style, and the degree of peer participation. Oral comments need to be given immediately following the presentation while written comments (about 1-2 pages) need to be uploaded to the MOODLE system within a week.

- Each group needs to decide its target leader and formally inform TA by May 5th. However, I encourage you to select a leader as early as possible. Once a leader was chosen, the other groups need to change their targets.
- Each group member should contribute equally to the group. Your final grade in this area will also be based on peer review of your team members.
- The term paper and the PPT need to be uploaded to the MOODLE system by 5:00pm, June 30th.

**Grading**

1. Class attendance, participation, and contribution (20%)
2. Open book midterm exam. (30%)
3. Group case presentation and write-up (20%)
4. Group term project (30%)

**Required Textbook**

- Please respect for the copyrights

**Referred Readings**

*Academy of Management Review, 33* (3): 776-778

**Course Schedule**

**Week-1 (2/24)** Course Introduction: What is leadership? Why study it?  
- Yukl (2010), *Chapter 1*

**Week-2 (3/3)** Managerial Traits and Skills  
- Yukl (2010), *Chapter 2*  
- *Case 1: Chapter 2*

**Week-3 (3/10)** Managerial Work and Effective Leadership Behavior  
- Yukl (2010), *Chapter 3 & 4*  
- *Case 2: Chapter 4*

**Week-4 (3/17)** Participative Leadership, Delegation, and Empowerment  
- Yukl (2010), *Chapter 5*  
- *Case 3: Chapter 5*

**Week-5 (3/24)** Early Contingency Theories of Effective Leadership  
- Yukl (2010), *Chapter 6*  
- *Case 4: Chapter 6*

**Week-6 (3/31)** Break (Inter-school activities)

**Week-7 (4/7)** Power and Influence  
- Yukl (2010), *Chapter 7*  
- *Case 5: Chapter 7*

**Week-8 (4/14)** Dyadic Relations, Attributions, and Followership  
- Yukl (2010), *Chapter 8*  
- *Case 6: Chapter 8*

**Week-9 (4/21)** Charismatic and Transformational Leadership  
- Yukl (2010), *Chapter 9 & 10*  
- *Case 7: Chapter 9*

**Week-10 (4/28)** Open-book Midterm Exam (Chapter 1-10)

**Week-12 (5/5)** Ethical, Servant, Spiritual, and Authentic Leadership  
- Yukl (2010), *Chapter 11*  
- *Case 8: Chapter 11*  
- *The selection of Term Project target is due today*
Week-11 (5/12) Invited Guest Speech
   – Speaker: TBD

Week-13 (5/19) Leadership in Teams and Decision Groups
   – Yukl (2010), Chapter 12
   – Case 9: Chapter 12

Week-14 (5/26) Strategic Leadership
   – Yukl (2010), Chapter 13
   – Case 10: Chapter 13

Week-15 (6/2) Developing Leadership Skills and Managing Diversity
   – Yukl (2010), Chapter 14 & 15
   – Case 11: Chapter 15

Week-16 (6/9) Term Paper Presentation and Discussion

Week-17 (6/16) Break (Dragon Boat Festival)

Week-18 (6/23) Term Paper Presentation and Discussion

Week-19 (6/30) No class
   – Term Project submission (written paper and PPT; upload to MOODLE system) is due by 5:00pm.

A Sample list of Leaders for Term Project

You can select one of the leaders below for your Term Project. The list is not comprehensive, but a reference. However, you need approval for any other leaders. You can definitely choose a distinguished business leader in your country.

1. Bill Gates (Microsoft)

2. Iacocca (Chrysler)

3. Sam Walton (Walmart)

4. Jack Welch (General Electric)


5. **Michael Dell (Dell)**

6. **Louis Gernster (IBM)**

7. **Carly Fiorina (Hewlitt-Packard)**

8. **John Chambers (Cisco)**

9. **Sergey Brin & Larry Page (Google)**

10. **Katherine Graham (The Washington Post)**

**Other Policies**

1. *This course adopts a policy of zero tolerance for ethical misconduct.*

2. **Write-up and Grading**
   ◆ The 1-page case write-ups must be typed (not hand-written) and be submitted with a cover page including the names and student IDs of group members.
   ◆ Write-up (and PPT) is due exactly at the prescribed time. No late submission is accepted.
   ◆ All write-ups should be original.

3. **Attendance**
   (1) You must display your name tag in front of the desk for discussion purpose.
   (2) You have to sign the attendance sheet when entering the classroom. If you sign for other participants or do not sign on the attendance sheet, you will be regarded as “being absent” no matter what evidence you provide to TA or me afterwards.
   (3) If you come in class 30-minute late or leave early, your attendance may count as a half of the day.
(4) There is no need for you to ask for apology when you are absent from class.
(5) Participant leave (whether casual or sick leave) exceed one third (1/3) of the total course hours in a semester will automatically result in FAIL in the final grade.

4. Penalty for cheating

Plagiarism will be extremely severe. Use your best judgment. If you are not sure of certain criteria or issues, consult me. Standard academic honesty procedure will be followed, and active cheating and/or plagiarism will automatically result in FAIL in the final grade.

5. You are expected to come to every class with full preparation and responsible for everything discussed in class. Be alert of your attendance and participation counts. You may receive a zero for absence from or lack of participation.

6. No incomplete grade under nearly all situations unless one have sound reason and documented evidence. A student who receives an incomplete grade must have completed or passed a significant portion of the course.

7. Pay very careful attention to your e-mail correspondence. It reflects your communication skills. Non-standard English such as "how r u?" in your e-mail message should be avoided. In addition, I recommend you put the class number and a brief summary of your question in your e-mail subject.

   For example, “Subject: RA-10/RA-310; A question on mid-term exam.”

8. I will immediately discard ANY anonymous e-mails.

9. The ringing, beeping, buzzing of cell phones and/or watches during class time is extremely rude and disruptive to your fellow students and to the class flow. Please turn all cell phones and watches off or into silent mode prior to the start of class.

10. For any disability accommodations needed for the course, please notify me during the first week of the semester.