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

Course Time: 9:30am-12:20pm, Thursday
(Elective, 3 Credits)
Classroom: 62401
Instructor/Facilitator: Hao-Chieh Lin, PhD
Email address: linhjtw@mail.ncku.edu.tw
Office hours: 12:00pm-3:00pm, Tuesday (by appointment)
** You are very welcome to contact me whenever you think I can be of assistance.
Course TA: Yuli
TA’s email: yutanu@gmail.com

Never doubt that a small group of thoughtful, committed people can change the world.
Indeed, it is the only thing that ever has.

-- Margaret Mead, Anthropologist (1901-78) --

**Prerequisite:** NA

**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 lectures and issue/case discussions, but will include self-reflections, exercises, activities, and videos as well. Participants’ active engagements are highly 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. But, it expects to help participants advance their leadership skills and potentials by:
1. Developing an understanding of personal strengths and weaknesses for being a good leader
2. Assuring that he/she possesses some personal qualities required by a specific type of leader
3. Developing the capacity (and self-efficacy) 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

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

Course Requirements

1. Participation and Engagement
   - Please come to class on time. If you do cannot come, please inform of TA and/or professor in advance.
   - 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 term exam.
   - The exam will be held on May 26th. 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 sources of exam questions include PPT slides, textbook chapters (TBD), and concepts highlighted in the class.

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.
   - Each group is expected to lead ONE case discussion (The cases will be offered by the professor). Additional points will be added to groups who volunteer to lead a second case (if any). The 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 (So, questions should be carefully designed), which should last about 40-50 minutes in total. It is highly encouraged to use creative approach (e.g., debate, role-play, video…) and 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 cases, listed below. The write-up should present an overall comment and summary of the case.

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

The write-up and the PPT need to be uploaded to the MOODLE system by **12:00pm, Wednesday**. Late submission will significantly affect the final score of every group member. All of presentation material (including the revised PPT slides and video-if any) should be submitted after the class.

I change the cases totally this semester. Due to the copyright concern, it’s not suitable for me to give you the HBR cases. However, you can directly download them from the **Business Source Complete [EBSCOhost] database**. It’s free.

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 font, 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 Policy

1. Class attendance, participation, and contribution (20%)
2. Open book term exam. (35%)
3. Group case presentation and write-up (20%)
4. Group term project (25%)

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<th>Participation/contribution 20%</th>
<th>Term exam 35%</th>
<th>Group case presentation/write-up 20%</th>
<th>Group term project 25%</th>
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<td>☐ Management Skills</td>
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Textbook

- Please respect for the copyrights

References


Additional readings will be assigned to PhD students.

**Course Content/Schedule**

**Week-1 (2/24)** Course Introduction: What is leadership? Why study it?
- **Material**

**Week-2 (3/3) Part 1-1: Leadership Variables (Leadership Equation and Quality)**
- **M&C (2009), Chapter 1-3**
- **Article: Wangdao Business Leader (Taipei Times)**

**Week-3 (3/10) Part 1-2: Leadership Variables (Characteristics of Followers and Situational Factors)**
- **M&C (2009), Chapter 4 & 5**
- **Case 1**

- **M&C (2009), Chapter 6-8**
- **Case 2**

**Week-5 (3/24) Part 3: The Importance of Ethics**
- **M&C (2009), Chapter 9-11**
- **Case 3**

**Week-6 (3/31) Invited Guest Speech**
- **Speaker: TBD**

**Week-7 (4/7) Spring Break**

**Week-8 (4/14) Part 4: The Empowerment of People**
- **M&C (2009), Chapter 12-14**
- **Case 4**

**Week-9 (4/21) Part 5-1: Leadership Principles (Effective Leadership and Human Relations)**
- **M&C (2009), Chapter 15-16**
- **Case 5**

**Week-10 (4/28) Part 5-2: Leadership Principles (Team Leadership)**
- **M&C (2009), Chapter 17**
- **Case 6**

**Week-11 (5/5) Part 6: Understanding People**
- **M&C (2009), Chapter 18-20**
- **Case 7**
The selection of Term Project target is due today

Week-12 (5/12) Part 7: Multiplying Effectiveness
- M&C (2009), Chapter 21-23
- Case 8

Week-13 (5/19) Part 8: Developing Others
- M&C (2009), Chapter 24-26
- Case 9

Week-14 (5/26) Open-book term Exam

- M&C (2009), Chapter 27-29
- Case 10

Week-16 (6/9) Strategic Leadership
- Material; M&C (2009), Chapter 30
- Case II: Siklos, R. When Terry Met Jerry, Yahoo! New York Times (Jan. 29th, 2006).

Week-17 (6/16) Term Paper Presentation and Discussion

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 Gerstner (IBM)

7. Carly Fiorina (Hewlett-Packard)

8. John Chambers (Cisco)
Bunnell, D. Making the CISCO Connection, New York: Wiley.

9. Sergey Brin & Larry Page (Google)


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, please consult with 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.