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: 6:40pm-9:30pm, Tuesday (Elective, 3 Credits)
Classroom: 62401
Instructor/Facilitator: Hao-Chieh Lin, PhD
Email address: linhjtw@mail.ncku.edu.tw

Office hours: 12:00noon-3:00pm, Wed. (by appointment)
"You are very welcome to contact me whenever you think I can be of assistance.

Course TA: Va Tatiya
TA’s email: vakaee@hotmail.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) --

Course Description

This course concerns a variety of leadership theories and practices. It also covers major approaches of leadership in a way that illustrates how to be a leader in any position in an organization. The topics that will be discussed in the class include the human side of leadership, various leadership styles, leader as a relationship builder, leader as a social architect, 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 advance participants’ 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. 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 cannot come, please inform of TA and/or professor in advance.
   - The course has great interactive elements. I will ask critical issues/questions and seek responses all the way. 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 develop a learning 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 of other classes), demonstrating that you are well-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 some textbook material and elaborate its business implications. However, course lecture is not able to cover all textbook material. Your study prior to the class will be helpful for your participation and learning effectiveness. You are very welcome to discuss with me for all course-related issues.
   - Assessments, exercises, or learning logs may be assigned along with course needs.

   - The exam will be held on May 15th. You can bring any written documents with you. You also can use electronic devices such as laptop, tablet PC, or cell phone during the exam; but you should turn off the internet. The exam questions will be from PPT slides, textbook chapters, and concepts highlighted or discussed in the class.

3. Group-based case presentation/discussion and write-up
   - Participants are expected to form several groups. Group members are expected to be as diverse as possible.
   - Each group is expected to lead one case discussion. 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 designated group is required to present a case 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 for a group to apply creative approach (e.g., video, role-play, debate ...) and to find additional material to support the discussion.
   - Each group is expected to discuss every case before a class. Every group needs to submit a write-up (1
-2 pages) for each of the assigned cases, listed below. The write-up should summarize the case and answer the key question.

<table>
<thead>
<tr>
<th>Group number</th>
<th>Case number for write-up</th>
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<tbody>
<tr>
<td>Odd</td>
<td>Case 1, 3, 5, 7</td>
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<tr>
<td>Even</td>
<td>Case 2, 4, 6, 8</td>
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- The write-up and the PPT need to be uploaded to the MOODLE system by 6:00pm, Monday. Late submission will significantly affect the final score of every group member. All presentation material (including revised PPT and ancillaries) should be submitted 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

- Following the writing style of the cases that we use in the class, a group can select a topic from the following directions:
  - West-east Integration: Find a leader or a company who has successfully integrated the west and best management/leadership practices (e.g., Lincoln Electric); Find a western company who has successfully localized its management/leadership practices in emerging economies (e.g., HSBC, FedEx in China, KFC in China); Find a company from emerging economies who has successfully entered into western markets by leveraging western talents (e.g., prior Acer, Samsung); Compare typical leadership style of East and West; Compare leadership styles of leaders who receive West vs. East education
  - Benchmarking: Study a well-known business leader to know why he/she succeeds or fails, and show the correspondence between his/her leadership behaviors/actions/thoughts/styles and the concepts we discuss in this course (e.g., Facebook’s Mark Zuckerberg); Compare leadership styles of two leaders in a same company (e.g., Steve Jobs vs. Coke); Compare leadership style of an entrepreneur and a professional manager; Compare leadership style of 1st and 2nd generation; Compare leadership practices of small vs. large organizations
  - Strategic Leadership: Explore a company’s succession plan; Compare succession models in various companies; Study a company’s collective (e.g., top management team, TMT) leadership, leadership in (non-)family business transformation, leadership role in strategic transformation; Examine how a company transforms from a family business to a business family
  - Special topics: Gender’s role in leadership; Leading cross-cultural staffs; Leadership; Talent management practices; Leadership in classical books; Any topic you feel interested (please discuss with me)

- NOTE: The paper should be practice-oriented. The paper needs to design discussion questions and put them at the end of the text! The case or paper needs to be ORIGINAL. Plagiarism will be totally failed. Please include reference list in the paper.

- The paper should be about 10-12 pages (12-point font, double space, Times New Roman; reference excluded). Each group should present its paper and lead a discussion. Each group will be commented
(appreciate and criticize) by its next group (e.g., Group #2 comments on Group #1) and requested to answer some questions. The comments will include: significance of the topic, clarity of the issue, quality of PPT slides, case-leading (asking-responding) style, and peer participation. In addition to the on-spot oral comments, written comments (1-2 pages) need to be uploaded to the MOODLE system in a week (after the presentation). The quality of the presentation and the comments will be graded by classmates.

- Each group needs to decide its topic and formally inform of TA by May 1st. However, I encourage you to select it as early as possible. Once a topic is chosen, the other groups need to make the change.
- Every group member should contribute equally to the group. Your final grade in this area will be based on peer review of your team members.
- The term paper and the PPT need to be uploaded to the MOODLE system by 5:00, June 26th.

**Grading Policy**

1. Attendance, participation, and contribution (25%)
2. Open book midterm-exam. (25%)
3. Group case presentation, write-up, and other group assignments (25%)
4. Group term-project presentation and written report (25%)

<table>
<thead>
<tr>
<th>Class</th>
<th>Attendance, participation, &amp; contribution (25%)</th>
<th>Midterm exam (25%)</th>
<th>Group case presentation/write-up/assignments (25%)</th>
<th>Group term-project presentation and written report (25%)</th>
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<tr>
<td>COMMU</td>
<td>☑ Oral Commu./Presentation 50%</td>
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<td>☑ Written Communication 20%</td>
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<td>CPSI</td>
<td>☑ Creativity and Innovation 15%</td>
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<td></td>
<td>☑ Problem Solving 15%</td>
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<td>☑ Analytical Skills</td>
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<td>LEAD</td>
<td>☑ Leadership &amp; Ethic 40%</td>
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<td></td>
<td>☐ Social responsibility</td>
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<td>GLOB</td>
<td>☐ Global Awareness 20%</td>
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<td>VSP</td>
<td>☑ Values, Skills &amp; Profess. 50%</td>
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<td>☐ Information Technology</td>
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<td></td>
<td>☐ Management Skills 20%</td>
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**Note:** All students are very welcome to join this class. I promise I will fully engage in the course and do best to deliver my profession and share my business and academic experiences with everyone. I also appreciate different or “crazy” ideas. Moreover, I will be happy to assist in whatever questions or problems you might have in your learning process or daily life. However, if you have one of the following two situations, you are highly advised not to take this course because you can not learn much indeed.

I. You want to “dialogue with your laptop” only.
II. You do not want to appreciate “stupid” or “naïve” ideas of your classmates.
Main References

- Lecturer’s self-developed Material
- Please respect for the copyrights

Other References

- Additional readings will be assigned to PhD students.

Course Content/Schedule

Week-1 (2/21) Course Introduction: What does it mean to be a leader? Why study leadership?
- Daft (2011), Chapter 1 & Supplemental Material

Week-2 (2/28) Peace Memorial Day (Taiwan Public Holiday)
- No class today. Will be made up by extending 30 minutes in later 6 classes (TBD)

Week-3 (3/6) Traits, Behaviors, and Relationships
- Daft (2011), Chapter 2, 4, 5 & Supplemental Material
- Article: Wangdao Business Leader (Taipei Times)

Week-4 (3/13) Contingency Perspective of Effective Leadership
- Daft (2011), Chapter 3 & Supplemental Material
- Case 1

Week-5 (3/20) Moral/Ethical and Servant Leadership
- Daft (2011), Chapter 6 & Supplemental Material
- Case 2
Week-6 (3/27) Dyadic Relations and Followership
  ◆ Daft (2011), Chapter 7 & Supplemental Material
  ◆ Case 3

Week-7 (4/3) Spring break/Inter-university activity week
  ◆ No class today- Will be made up by extending 30 minutes in later 6 classes (TBD)

Week-8 (4/10) Participative Leadership and Empowerment
  ◆ Daft (2011), Chapter 8, 9 & Supplemental Material
  ◆ Case 4

Week-9 (4/17) Teamwork Leadership
  ◆ Daft (2011), Chapter 10, 11 & Supplemental Material
  ◆ In-class activities

Week-10 (4/24) Leadership Power and Influence
  ◆ Daft (2011), Chapter 12 & Supplemental Material
  ◆ Video/Film

Week-11 (5/1) Strategic Leadership
  ◆ Daft (2011), Chapter 13 & Supplemental Material
  ◆ Case 5
  ◆ Term project topic should be submitted no later today

Week-12 (5/8) Shaping Culture and Leading Transformation
  ◆ Daft (2011), Chapter 14-16 & Supplemental Material
  ◆ Case 6

Week-13 (5/15) Open book Midterm-exam

Week-14 (5/22) Invited Guest Speech
  ◆ Speaker: Dr. David Lin (Senior HR manager, Lucite International-Asia-Pacific & Kaohsiung Monomer Co.)
  ◆ Experiences: Senior HR manager, WUS Printed Circuit (Taiwan); Vice President of General Management, Motorola-WUS JV (Singapore)

Week-15 (5/29) Special Topic: Succession in Family and Non-family Businesses
  ◆ Supplemental Material
  ◆ Case 7

Week-16 (6/5) Special Topic: Partnering for Performance
  ◆ Supplemental Material
  ◆ Case 8
Week-17 (6/12) Term Paper Presentation and Discussion
Week-18 (6/19) Term Paper Presentation and Discussion
Week-19 (6/26) No classes

- Term project submission (written paper and PPT; upload to MOODLE system) is due by 5:00pm.

Other Policies

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

2. Write-up and Grading
   - The 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 or nil.
   (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.