1. This mission of the College is to serve business and society in the global economy through developing professionally qualified and socially responsible business leaders as well as through advancing the frontiers of knowledge in business management.

2. The strategic objective of the Institute of International Management is to cultivate future business leaders with professional knowledge, communication and leadership skills while enhancing their ethical global vision in a multicultural environment.

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

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<tbody>
<tr>
<td>1</td>
<td>Graduate students should be able to appreciate business research and to present research findings/results effectively in speaking and in writing.</td>
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<td>2</td>
<td>Graduate students should be able to integrate different functional areas in solving business problems.</td>
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<tr>
<td>3</td>
<td>Graduate students should be able to analyze business situations and to recommend innovative resolutions.</td>
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<td>4</td>
<td>Graduate students should be able to demonstrate leadership skills of a business manager.</td>
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<td>5</td>
<td>Graduate students should be able to identify ethical dilemmas and to determine necessary courses of action.</td>
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<td>6</td>
<td>Graduate students should possess a global economic perspective and a vision of the global business environment.</td>
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<tr>
<td>7</td>
<td>Graduate students should be able to coordinate actions and solve problems jointly with other members of a professional team.</td>
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Course Time: 9:30am-12:20noon, Tue. (Elective, 3 Credits)
Classroom: R62401
Instructor/Facilitator: Hao-Chieh Lin, PhD
Email address: linhjtw@mail.ncku.edu.tw

Office hours: 2:00pm-5:00pm, Mon. (by appointment)

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) --

Caveat

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 three situations, you are highly advised NOT to take this course.

I. You need to leave early in almost every class.
II. You want to "dialogue with your laptop" only.
III. You do not want to appreciate "stupid" or "naive" ideas of your classmates.

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 issue/case discussions and lectures, but will include videos, self-reflections, exercises, and activities 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 mindset, skills and potentials by:

1. Developing an understanding of personal strengths and weaknesses for being a good leader
2. Assuring that participants possess 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 contents below are subject to change.*

**Course Requirements**

1. **Participation and Engagement**
   - Please come to class on time. If you cannot come, please inform TA and 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 can become “learning partners” and form a “learning community” in which participants appreciate and learn from each other (NOTE: You can contribute to the community even with a “stupid” question. So, be bold and confident. You truly can do it even though you have no such a habit).
   - 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 cell phone/laptop/tablet (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 personal/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 whenever you have any questions.
   - Assessments, exercises, or learning logs may be assigned along with course needs.
   - The exam will be held on **May 7th**. You can bring any written documents with you. You also can use electronic devices including laptop and tablet PC during the exam. But you should turn off the internet. You cannot use cell phone as well. 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, 9</td>
</tr>
<tr>
<td>Even</td>
<td>Case 2, 4, 6, 8, 10</td>
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* Due to copyright issue, I cannot distribute the cases for you. But, you can download all the HBR cases from the following database in NCKU library: Business Source Complete [EBSCOhost]
* The leading groups do not have to submit write-ups for the case they present.
* Additional points will be added to groups who do additional write-up.

- The write-up and the PPT need to be uploaded to the MOODLE system by **5:00pm, 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.
- 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.

4. Group-based term project: A real short case
   - Following the writing style of the cases that we use in the class, a group can select its term-project topic based on 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., Samsung).
Compare typical leadership style of East and West.
Compare leadership styles of leaders who receive West vs. East education.

- **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.

- **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 founder Mark Zuckerberg; Yahoo’s new CEO Marissa Mayer).
  - Compare leadership styles of two leaders in a same company (e.g., Steve Jobs vs. Coke) or two generations
  - 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

- **Special topics:** For example- Gender’s role in leadership; Leading cross-cultural staffs; Leadership; How to manage your leader; Talent management practices; Leadership in classical books; Any topic you feel interested (please discuss with me)

The paper should be about 10-12 pages (12-point font, double space, Times New Roman; reference excluded). The paper needs to design discussion questions and put them at the end of the text! The paper should be practice-oriented and ORIGINAL. Plagiarism will be totally failed. Please include reference list in the paper.

Every group should present its case and lead a discussion. Every group will be commented (appreciate and criticize) by its next group (e.g., Group #2 comments on Group #1) and all participants. The comments will include: significance of the topic, clarity of the issue, quality of PPT slides, case-leading (asking-responding) style, and peer participation. The quality of the presentation will be graded by all participants.

Every group should decide its topic and formally inform of TA by April 30th. However, I encourage you to select it as early as possible. Once an issue is chosen, other groups need to change their issues or targets.

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 25th.

**Main References**

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

Other References

- Additional readings will be assigned to PhD students.

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%)

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<tr>
<th>COMMU</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>
</tr>
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<tbody>
<tr>
<td>Speaking</td>
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<td>Writing</td>
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| CPSI | Inter-disciplinary Competence/Problem Solving 15% | Critical Thinking/Innovation 15% | 20% | 10% | 10% |

| LEAD | Leadership 25% | 30% | 20% | 25% |
| Ethic Reasoning | 15% | 10% |

| GLOB | Global Vision 10% | 20% |

| VSP | Teamwork 15% | 25% | 25% |

Course Content/Schedule

Week-1 (2/19) Course Introduction: What does it mean to be a leader? Why study leadership?
- Daft (2011), Chapter 1 & Supplemental Material
Week-2 (2/26) Traits, Behaviors, and Relationships
- Daft (2011), Chapter 2, 4, 5 & Supplemental Material
- Video sharing: Band of Brothers
- Article: Wangdao Business Leader (Taipei Times)

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

Week-4 (3/11) Moral/Ethical and Servant Leadership
- Daft (2011), Chapter 6 & Supplemental Material

Week-5 (3/18) Dyadic Relations and Followership
- Daft (2011), Chapter 7 & Supplemental Material

Week-6 (3/25) Participative Leadership and Empowerment
- Daft (2011), Chapter 8, 9 & Supplemental Material

Week-7 (4/2) Spring break/Inter-university activity week (No classes)

Week-8 (4/9) Teamwork Leadership
- Daft (2011), Chapter 10, 11 & Supplemental Material

Week-9 (4/16) Leadership Power and Influence
- Daft (2011), Chapter 12 & Supplemental Material
- A short video: Gladiator (神鬼戰士)

Week-10 (4/23) Crisis Management and Leadership
- Film Show: Thirteen Days (驚爆13天). How did US President Jeffrey Kennedy deal with Cuba’s nuclear missile threat in 1962? If you are interested, you can download this movie from YouTube: http://www.youtube.com/watch?v=tho5ZYLiuoc

Week-11 (4/30) Strategic Leadership
- Daft (2011), Chapter 13 & Supplemental Material
- Term project topic should be submitted no later today

Week-12 (5/7) Open book Midterm-exam

Week-13 (5/14) Shaping Culture and Leading Change
Daft (2011), Chapter 14-15 & Supplemental Material

Week-14 (5/21) Invited Guest Speech (TBD)

Week-15 (5/28) Special Topic: Succession in Family and Non-family Businesses
Supplemental Material

Week-16 (6/4) Special Topic: Partnering for Performance
Supplemental Material

Week-17 (6/11) Term Paper Presentation and Discussion

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

Week-19 (6/25) 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: RA53100; 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.