

**DEPARTMENT OF BUSINESS ADMINISTRATION
MBA PROGRAM
COLLEGE OF COMMERCE
NATIONAL CHENGCHI UNIVERSITY**

***Global Leadership
Fall semester, 2010***

A. Instructor: George Tseng
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Enrollment Code:
Class Hours: Friday 7-10pm
Classroom: TBA
Office Hours: Friday 5-6pm or per request

B. Textbooks:

1. Textbook:

Ken Blanchard: [leading at a higher level](#)

John P. Kotter: [leading change](#)

John Kotter, Holger Rathgeber, Peter Mueller, Spenser Johnson: [Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions](#)

2. Recommended Books:

John P. Kotter: [the heart of change](#)

James Kouzes and Barry Posner, [the leadership challenge](#)

Andrew J. DuBrin, [principle of leadership](#)

Gary Yukl, [leadership in organizations](#)

John C. Maxwell: [developing the leader within you](#)

Jim Collins: [good to great](#)

James Collins & Jerry Porras: 1994; [build to last: successful habits of visionary companies](#)

Tony Alessandra, [charisma: seven keys to developing the magnetism that leads to success](#)

Larry Bossidy and Ram Charan, [execution: the discipline of getting things done](#)

separate people who perform and those who don't

Ram charan, leaders at all levels: deepening your talent pool to solve the succession plan

Ram charan, Know-how: the 8 skills tha

Michael Abrashoff: It's your ship

A G lafley and ram charan, the game changer

余世雄: 領導商數

曾仕強: 領導與激勵

C. Course Objectives:

- to get familiar with style, process, priority of global leadership
- to gain feeling/experience on key leadership components via case study, skill practice, role-play and team activities.
- to be ready for a global leadership role by personal assessment and self-development

D. Grading Policy

Participation(60%)

- team activities: teamwork, supports, role plays, exercise, and participation: 30 pts
- team project: 20 pts
- personal participation, comments: up to 10 bonus pts
- full attendance: 10pts. (-2.5 to -5 pts per session of absence)

Homework(20%)

- personal purpose, value, BHAG, vivid description: 10 pts
- personal balanced scorecard : 10 pts

Final paper(20%)

- my perspective of leadership: my background, my vision and mission statements, my perspective of leadership, how to strengthen my leadership

E. Important Notes and Policies

學習成效檢核表 ASSURANCE OF LEARNING CHECK LIST

- 期初 Part I – Before the Semester Begins 期末 Part II – After the Semester Ends

Adherence to Mission

Technology 科技

Globalization 國際

Innovation 創新

Humanity 人文

Adherence to Program Learning Goals

(請各單位助教把系、所、學程英文學習目標貼上，以利老師圈選)

Pedagogical Methodologies

Lecture

e-Learning

Study Group

Seminar

Case Study

Internship

Project

Independent Learning

Role-Playing

Theater Learning

Others:

workshop

Student Abilities Enhancement

Quantitative analysis

Sympathy

數量分析能力

同理心

Theory Development and Conceptual Thinking

Teamwork

邏輯思考分析

團隊合作

Strategic Thinking

Acceptance of Others

策略性思考

接受意見

Critical Thinking

Confidence

評論性思考

自信心

Quick Thinking

Self—management

敏捷性思考

自我管理

Flexibility

Professional Knowledge

彈性反應與適應力

專業知識

Creativity

Communication

創造力

溝通表達能力

Persistency

Comprehension Ability

堅持力

聆聽能力

Others 其他能力: business ethics

Course Outline

Session 1. On Leadership

Contents:

- course design, program description (seating, grading, team assignment, etc)
- definition, scope of leadership
- quality/characteristics/capability (team activity)
- Leader vs managers(team activities)
- vs performer, hero, Conductor, cheerleader, facilitator
- team project concept

Assignment:

- team project proposal
- James Collins & Jerry Porras: 1994; "build to last: successful habits of visionary companies" chaps 2, 3
- review youtube: "I have a dream" by M.L. King

Session 2,3. The power of vision

Pre-work:

- James Collins & Jerry Porras: 1994; "Build to Last: Successful Habits of Visionary Companies" chaps 2, 3
- review youtube: "I have a dream" by M.L. King

Contents:

-team project proposal presentation

- the power of vision (video of King)
- vision type
 - *core value
 - *core purpose
 - (team activity on purpose/core value)
 - *BHAG
 - *vivid description
 - (team activity on BHAGs/VD)
- corporate culture (team activity on culture)
- vision adoption process
- leader's role on vision adoption process
- leader's agenda

Assignment:

- read: Ken Blanchard, "Leading at Higher Level", ch.2, "The Power of Vision"
- home work: personal life purpose, core value, next three years' BHAG, vivid description of your BHAG
- complete "self profiling questionnaire" for Insights
- http://tracomcorp.com/products_services/social_style/model.html
- http://tracomcorp.com/products_services/social_style/four_styles.html

Session 4: Leaders' social style

Pre-work:

complete "self profiling questionnaire" for Insights

http://tracomcorp.com/products_services/social_style/model.html

http://tracomcorp.com/products_services/social_style/four_styles.html

Contents:

share/categorize/critique individual's vision examples

Social style—Carl G. Jung model(self-profiling, scoring, team activities)

Discussion on diving, expressive, analytical, amiable styles

Exercise: mapping your social style

Application strategy:

*recognize

*adapt

*impact

Exercise: profile individual's social style

Versatility strategies

Bracken model

Assignment:

Ken Blanchard: "leading at a higher level" chap 5, Situation leadership II

Review video "the karate kid"

Session 5: Situation leadership

Pre-work:

Ken Blanchard: "leading at a higher level" chap 5, Situation leadership II
Review video "the karate kid"

Contents:

Case discussion: Video "karate kid" review

Situation leadership—ken Blanchard model(team activities)

quiz: the best and the worst of my time

Exercise: my leadership style and development

Skills: diagnosis, flexibility, partnering

Assignment:

-John Kotter, leading change—why transformation efforts fail, HBR jan 2007 special issue the test of a leader. Pp. 96-103.

-John Kotter, the heart of change.(each team work on one step)

-John Kotter, leading change.(each team work on one step)

-john kotter, holger rathgeber; our iceberg is melting

-ken Blanchard, leading at higher level. Chapter 11: leading change

Session 6,7 : Leading change

Pre-work:

- John Kotter, leading change—why transformation efforts fail, HBR jan 2007 special issue the test of a leader. Pp. 96-103.
- John kotter, holger rathgeber; our iceberg is melting
- John Kotter, the heart of change.(each team work on one step)
- John Kotter, leading change.(each team work on one step)
- ken Blanchard, leading at higher level. Chapter 11: leading change

Contents:

- Needs of change
- Change process: Kotter “leading change” model
- [\(team activity—team presentation on change steps: summary/comments/learning\)](#)
- Change patterns: Robert M Keidel(seeing organization patterns; 1995)
- Change roles: agent, executer, and adopter
- Leader’s role

- global leaders

[\(team activity on reach out\)](#)

[-update on leadership projects](#)

Assignment:

- Cases on mutual fund investment, trading firm director, year-end loading, purchasing manager
- Collect info on : “I wish to continue. Start. Stop” (prepare for 5 min presentation)

Session 8,9. Leadership on ethics

Pre-work:

Cases on mutual fund investment, trading firm director, year-end loading, purchasing manager

Contents:

-team presentation on four cases

- integrity
- business ethics: environment, product and work safety, conflict of interest, humanity
- personal moral
- professional ethics: conflict of interest, integrity, customer relations and confidentiality
- confrontation

-quiz on diversity

- diversity

-exercise: whom do you have lunch with

- social responsibility
- leaders role: modeling; developing guidelines/rules; clarification/endorsement; establishing culture

- global leader program

(team activity on reach out)

Assignment:

Watch movie "Hoosier"

Jim Collins: "good to great". Chapter 3: first who.. then what

Ken Blanchard: "Leading at a Higher level".

Chap 4: empowerment is the key.

Chap 7: partnering for performance

Beautiful world stories

Session 10, 11: Team building, talents selection and people development

Pre-work:

- Watch movie "Hoosier"
- Jim Collins: "good to great". Chapter 3: first who.. then what
- Ken Blanchard: "Leading at a higher level".
Chap 4: empowerment is the key.
Chap 7: partnering for performance

Contents:

- Team: vs. group; players
 - *presentation on team concept(team activities)
 - *trust building and team work (movie Hoosier)
- selection/recruiting
 - *targeted selection and promotion from within
 - *hybrid recruiting
- assessment
 - *1 on 1, 360 degree feedback
 - *assessment center
 - *management profiling
 - (quiz on STAR)
 - *Bracken model
- *succession plan, pipeline analysis
- People development
 - *empowerment
 - *training
 - *rotation/exposure
 - *observing/coaching
 - coaching/counseling (role play)
 - (role play on coaching)
 - *mentoring

Assignment:

- ken Blanchard: "leading at a higher level", chap 8: partnering for performance: one minute manager
- http://www.mindtools.com/pages/article/newTED_07.htm
- <http://www.cs.unb.ca/profs/fritz/cs3503/sixhat35.htm>

Session 12, 13,14: Execution—leading for high performance

Pre-work:

-ken Blanchard: “leading at a higher level”, chap 7: partnering for performance behaviors”

http://www.mindtools.com/pages/article/newTED_07.htm

<http://www.cs.unb.ca/profs/fritz/cs3503/sixhat35.htm>

Contents:

-execution concept

-goal setting/priority

[\(priority vs importance exercise\)](#)

-infrastructure: structure, system/procedure. Social operating mechanism

-6 thinking hats

[\(team activity on “six thinking hats”\)](#)

-follow through/accountability

-evaluation

*performance management

*performance rating and ranking

[\(role play on performance review\)](#)

*balanced score card

[\(team activity on balanced scorecard\)](#)

Assignment:

-do “personal balanced scorecard”.

-prepare a self leadership story for 3 minutes

-How leaders create and use networks, HBR jan 2007, pp 40-47

-ken Blanchard, “leading at higher level”, chapter 8: essential skills for partnering performance: the one minute manager.

Session 15, 16: effective communication

Pre-work:

- How leaders create and use networks, HBR jan 2007, pp 40-47
- ken Blanchard, "leading at higher level", chapter 8: essential skills for partnering performance: the one minute manager.

Contents:

- audience analysis
- "think on your feet"
(role-play)
- telling stories
(individual presentation)
- active listening
- modeling
- lead effective meeting
- constructive confrontation
- networking

Assignment:

- reading on Herzberg model. <http://www.businessballs.com/herzberg.htm>
- (-reading on Herzberg model: www.netmba.com/mgmt/ob/motivation/herzberg cancelled)
- Reading on Maslow model: <http://www.businessballs.com/maslow.htm>
- review "its your ship" <http://www.icma.org/pm/8609/public/abrashoff.cfm>

Session 17: Leader as a motivator

Pre-work:

- reading on Herzberg model. <http://www.businessballs.com/herzberg.htm>
- (-reading on Herzberg model. www.netmba.com/mgmt/ob/motivation/herzberg)
- Reading on Maslow model: <http://www.businessballs.com/maslow.htm>
- review "its your ship" <http://www.icma.org/pm/8609/public/abrashoff.cfm>

Contents:

- Herzberg theories
- Maslow theory (team activity)
- [\(quiz: what do people want from their job\)](#)
- Pygmalion effect
- recognition/rewarding/punishment(discuss "its your ship" case)
- 100 ways recognition
- cultural difference

Assignment:

- prepare for leadership project presentation

Session 18: wrap up

Pre-work:

- prepare for leadership project presentation

Contents:

[\(Presentation on leadership projects\)](#)

Wrap up

Assignment:

My leadership perspective: address personal area for development, in specific STAR and area/scope. Detail your action plan/agenda.