

Course Title: Strategic Talent Management (3 credits, Elective)

Course Description:

This course is designed to help participants understand the key concepts and principles in leadership, organization development and strategic talent management in the context of building and leading a high performance organization. The focus will be on managing people as the most important assets, so as to create competitive differentiation for organizations facing intense competition in the 21st century knowledge-based new economy. This course aims to help participants become **effective people managers and team leaders**, so as to maximize the performance and potential of their people, and to **build and lead a strong organization with a high performance culture**. We do not focus only on the Know-how, but also know-why on leading and managing people. We will discuss these management concepts at the strategic level and from senior executive perspectives, instead of technical details at the tactical or administrative level.

Participants will be exposed to different learning experiences besides class meetings, including action learning through group projects and assignments, reflective learning through writing individual reflections, interactive experiential learning through management games at the study camp, etc. Participants will learn how self-awareness, self-management, and self-development relate to good leadership.

Special enrollment conditions:

Due to the design and intended purpose of the course, class size must be limited to 32 students to achieve optimal learning effectiveness. So your enrollment is not confirmed until you are selected through the enrollment process as described below. You should only sign up for the course if you are willing to go through the process and agreed to accept the outcome of final selection through this process.

Instructions for enrollment:

1. Sign up for the course
2. Collect the assigned reading from IMBA Office, available from 9 am on 8/30.
3. Submit your assignment (**one single MS words e-file, must not exceed 2 pages A4 paper; Font: Arial size: 12**) to me by e-mail (shlee@nccu.edu.tw) before 12 noon on 9/6. Make sure you get my confirmation that I had received your assignment.
4. **The first page of assignment:** (no cover page or graphic design)
 - One line header: Full name, student number, and e-mail address
 - 1.1 Personal data: your nationality, age and gender, and indicate whether you are one /second year full time/part time IMBA, or AMBA/EMBA, or Exchange students from which school in which country
 - 1.2 List your work experience (Company, position, from MM/YY to MM/YY). For those exchange students who do not have sufficient work experience, pls. state why you should be considered for this course as an exception. Exchange students who are still at undergraduate level should not apply.
 - 1.3 Your purpose for taking this course and what you expect to get out of it
 - 1.4 How would you contribute to the class's learning effectiveness

The information provided on this page will be taken into consideration to have a class with optimal diversity on multiple elements, which will contribute to robust group dynamics to facilitate a very rich learning experience.

5. **The second page of assignment:** Write a short reflection paper in connection with the assigned article (Peter Drucker: Managing oneself) and the following:
 - What strike your most? What do you agree and/or disagree? Why?
 - How do you connect this to your own leadership development?
 - How does this connect to how you develop people lead (or to be lead) by you?This reflection paper will be used to assess your capabilities on reading, comprehension, analyzing, thinking, composing, expressing etc.
6. Final acceptance of enrollment will be **announced by 12 noon 9/13 to you by e-mail**. You can contact the IMBA Office to check on status if you did not receive e-mail notification by then.

Course structure and schedule:

Part 1: Full-day class meetings **on 4 selected Sundays (9/18, 9/25, 10/9, 10/23; 9:00 am to 5:30 pm), with individual and group assignments between class meetings.**

The following topics will be covered:

- P1: Repositioning Talent Management
- P2: Building and Leading a High Performance Organization
- P3: Engaging people: Bonding the hearts and minds
- P4: Recruiting people: Getting the right people on the bus
- P5: Deploying people: Putting right people in the right places
- P6: Evaluating people: Maximizing performance & potential
- P7: Developing people: Building organization capabilities
- P8: Rewarding people: Driving desirable results and behaviors

Part 2: Off-site Leadership Camp: **11/27 8:30 am to 11/28 8:30 pm**

The intensive 2-day-1-night camp will be an off-site, live-in group learning experience. The extended contact period with very intense schedule and deep interaction through specially designed experiential learning activities will help students develop deeper insights about Leadership, Teaming, Intra and Inter- Personal Dynamics. Students will receive an individual report on personality assessment, and will learn about understanding one-self and others, and appreciate the dynamic of interacting with people of different personalities and diverse background. They will also practice on giving and receiving feedback, and how to open up one-self to others. The camp will lead to deeper insights on leadership and followership and awareness on such essential leadership competency that would be valuable to participants professionally and personally.

The Camp is an important and integral learning experience for this course; students must commit to participate in this off-site study camp, which would involve **additional expenses** for meals and accommodation (estimate NT\$3,500 +/- 500), and **taking time off from your regular schedule** for full participation during the camp.

We will cover the following topics plus several experiential learning activities in the camp:

- C1: Leadership and Followership
- C2: Intra and inter personal dynamics
- C3: Giving and receiving feedback
- C4: Final project presentation & wrap up

Study groups:

In addition to the above scheduled class meetings and the study camp, the students will be divided into study groups and they are expected to meet at their own time to work on three assigned cases and one final project. The purpose of the study group is not just to complete the assigned tasks but also to practice the concepts and principles we had learnt in class on leadership, teaming, inter-personal dynamics etc. Students will also experience and learn the challenges and dynamics of **peer ranking and ratings for individual contribution to their group.**

Teaching methodology:

Lectures and class discussion: 40%

Case Studies: 30%

Group learning activities: 30%

Course grade:

Learning reflection for 4 class meetings: 40%

Learning reflection for study camp: 20%

Group reports (case studies and final projects): 20%

Peer ratings for group work: 20%

Before signing up, students should make sure that they are fully committed, and aware that missing any part of the course would severely affect the whole learning experience.

Anyone who misses more than one day of class meetings or the camp, or more than 2 study-group meetings, will not receive a course grade. Late submission of assignments more than one week after due date will also not be graded.

Participation:

The course is designed to provide a rich, high impact and unique learning experience. In addition to acquiring knowledge and skills on leadership and people management; it is intended to impact and shape students perspectives, beliefs, attitudes, and behaviors as a leader and a professional manager. **The course work will be heavy;** part of the work involves assigned readings, individual & team researches, group meetings & reports, and writing individual reflections for each class meeting. **Those who are not prepared to work hard and fully committed for an intense learning experience should not sign up.** In return for your hard work, you will take away valuable learning and insights that can have lasting impact to your future professionally and personally.

Reference books:

1. First, Break All The Rules: What the world's greatest managers do differently; by Marcus Buckingham & Curt Coffman; Published by Simon & Schuster
2. Strategic Human Resources: Frameworks for general managers; James M. Baron & David M Kreps; Published by John Willy & Sons
3. From Good To Great: Jim Colin, Harper Business



Prof. S.H. Lee 李瑞華

S.H. Lee is Professor of Leadership and Strategic Talent Management at Taiwan National Chengchi University. He is also Visiting Professor for the EMBA programs at Beijing Tsing Hua University and Taiwan Tsing Hua University, and the Beijing Tsing Hua & INSEAD Dual Degree International EMBA program. His areas of interest include Leadership Development, Organization Development & Transformation, Strategic Talent Management, and Performance Management. He was voted “Taiwan Top 20 EMBA Professors” (2004, 2006, & 2008). He also provides very selective executive coaching and customized leadership development programs for senior executives in several renowned international companies across various industries. He is also a member of the editorial board for the Taiwan edition of Harvard Business Review.

Prof. Lee had retired from his corporate career since January 2004 to focus on his interest in management education. He has strong passion and dedication in helping business executives enhance their leadership quality and strategic focus of talent management. He had extended his impact internationally through his international students; so far more than 3,000 students from more than 40 countries had attended Prof. Lee’s courses. His unique course on “Confucianism and Leadership in the 21st Century” (in English) is very popular, where he introduces to international students the ancient wisdoms of Confucius and explores its practical applications in today’s leadership challenges, and in bridging the cultural gap between the east and the west.

Prof. Lee was the Corporate VP for Human Resources at TSMC (Taiwan Semiconductors) from 1998 through 2003 where he led the transformation of the HR function from a traditional administrative role into one that focuses on partnering line managers to leverage people as the strategic asset in driving business performance. During this period, TSMC grew from 6,000 to 17,000 employees; and from US\$2 Billion to US\$6 Billion in revenue. TSMC also became “Top 10 Semiconductor Companies in the World”; “Best Employers in Asia”; “The Best Managed Company in Taiwan”; and “The Most Preferred Employer by University Graduates in Taiwan”.

Prior to joining TSMC, Prof. Lee had extensive management experiences, including: Regional VP for Asia Pacific, Lucent Technologies; General Manager for Greater China, Polaroid Corporation; Country Manager for China, GE Medical Systems; Regional Manager for South East Asia, Du Pont Corporation.

Prof. Lee was born and raised in Singapore. He traveled extensively around the world and lived in Beijing, Hong Kong, and Taiwan since 1989. He had solid international management experience since 1981 and has good appreciation of the different cultures and management practices in the east and west.

Prof. Lee graduated from the prestigious Sloan Fellowship Program at the Stanford University with a Master of Science in Management.