

Course Title: Confucianism and 21st century Leadership (3 credits elective)

Course Description:

This course is designed to help participants understand Confucianism and its relevant concepts and principles on leadership, and its impacts and implications on leadership practices in Chinese Organizations.

For more than 2500 years, Confucianism had a strong impact on the philosophy, culture, society, economy, and politics of China, (also Japan, Korea and Vietnam). It's core values are also deeply rooted in overseas Chinese communities around the world. With China, and Asia in general, becoming more important and influential in the world, there is renewed interest in understanding Confucianism and its relevance to economic success.

Given the shocking awakening to the importance of moral and ethical responsibilities of business leaders in the post-Enron era, Confucianism also provides a useful framework to re-examine our understanding of leadership, and reflect on our personal leadership behavior.

We shall discuss how we can draw new inspirations from these time-tested ancient wisdoms, and their implications and applications on leadership in the 21st century.

Course Objectives:

1. To understand and appreciate Confucianism, and explore its applications in effective leadership in the 21st century
2. To understand key concepts and principles of Confucian Leadership, and its impacts on Chinese leaders and organizations
3. To understand cultural roots of Chinese organizations and leaders and how to effectively interact with them
4. To explore the practical applications of Confucianism in shaping organization culture, value, and ethical standard; and in leading and managing people
5. To form a philosophical framework for your own search for "The Purpose" and "The Way" for "Good and Effective Leadership".

Course Roadmap:

Part 1: Full-day class meetings on **4 selected Saturdays (3/13, 3/20, 3/27, 4/17; 9:00 am to 5:30 pm), with individual and group assignments between class meetings.** The following topics will be covered:

- C0: Introduction on course design & learning process
- C1: Introduction to Confucianism and it's key concepts
- C2: Application of Confucian concepts in Leadership
- C3: Application of Confucian concepts in Shaping Organization Culture
- C4: Application of Confucian concepts in Leading and Managing People
- C5: Case study on "Qin-Shang" (Shan-xi Merchant)
- C6: Paternalistic Leadership in Chinese organizations
- C7: Doing business with Chinese
- C8: Doing business with Chinese organizations

Part 2: Off-site residential Leadership Camp (8:30 am 4/9 to 8:30 pm 4/10).

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 managing self and managing others. 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 help participants develop deeper insights on the applications of Confucianism in shaping one's leadership through self-awareness, self-reflection, and self-discipline, self-confident, and self-ease, which are 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:

L1: Application of Confucian concepts in Leadership Responsibility and Ethics

L2: Application of Confucian concepts in Leadership Development

L3: Final Project presentation

L4: Challenges of living Confucian concepts in the real world

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. Those who had signed up should receive by e-mail a short reading article (SH Lee: MBAs, B-schools, and Ethics) **by 2/18**, if not pls. contact the IMBA Office.
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 2/25**. 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 one-page reflection paper in connection with the assigned article (SH Lee: MBAs, B-schools, and Ethics) 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?
6. **Final acceptance** of enrollment will be announced by **12 noon 2/28** to you by e-mail. You can contact the IMBA Office to check on status if you do not receive e-mail notification by then.

Study groups:

In addition to the above scheduled class meetings, the students will be divided into study groups and expected to meet at their own time to work on several assigned cases and a final group research project.

The purpose of the study group is not only completing the assigned tasks but also to practice the concepts and principles we had learnt in class on leadership, organization culture, responsibilities, ethics, inter-personal dynamics etc. Students will experience and learn the challenges and dynamics of peer ranking and ratings for individual attitude, behavior, competency, and contribution to their group.

Final Paper:

There will be no final examination for this course; instead each student is required to write a final paper in the form of a overall personal reflection on the following issues by integrating what you have learnt in this course:

- What are the top 5 to 10 learning points from the course with major impact on me?
- Why do I want to be a leader?
- What kind of leader I want to be? Why?
- What kind of leader I don't want to be? Why?
- Why would others want to be led by me?
- My personal leadership development plan: (The vital few: Stop/Start/Continue)

Course grade:

Learning reflections: (Total 4): 40%

Final paper: 20%

Group projects and participation: 20%

Peer evaluation: 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. A Confucian Theory of Leadership, ChaBong Kim
2. The Analects of Confucius, a new-millennium translation, translated and annotated by David H. Lee, Premier Publishing
3. Inside Chinese Business - A guild for managers worldwide, Ming-Jer Chen, Harvard Business School Press
4. Reference websites:
 - > The Analects: <http://www.confucius.org/main01.htm>
 - > Mencius: <http://nothingistic.org/library/mencius/toc.html>
 - > The Great Learning: <http://classics.mit.edu/Confucius/learning.html>
 - > The Doctrine of The Mean: <http://classics.mit.edu/Confucius/doctmean.html>



Prof. S.H. Lee 李瑞華

S.H. Lee is Professor of Leadership and Organization Development at Taiwan National Chengchi University. He is also Visiting Professor for the EMBA programs at Beijing Tsinghua University and Shanghai Fudan University, and the Beijing Tsinghua & 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 “Confucian Leadership in the 21st Century” (in English) is very popular, where he introduces to international students the ancient wisdom of Confucius and explores it’s 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 lead 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 in Management.