

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

***Global Leadership  
Spring semester, 2015***

**A. Instructor:** George Tseng  
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**Enrollment Code:**  
**Class Hours:** Friday 2-5pm  
**Classroom:** TBA  
**Office Hours:** same day of class day 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

James Kouzes, Barry Posner and Elaine Biech: Coach's Guide to Developing  
Exemplary Leaders

Andrew J. DuBrin: principle of leadership

Gary Yukl: leadership in organizations

John C. Maxwell: developing the leader within you

Jim Collins and Jerry Porras: Built to Last

Jim Collins: good to great

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

Sheryl Sandberg: Lean In

A G lafley and ram charan: the game changer

Jim Stengel: Grow

### **C. Course Objectives:**

- to get familiar with style, process, priority of global leadership
- to gain experience and learn leadership skills via case study, role play, game/quiz competition, 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%)

- My purpose, value, BHAG, vivid description: 10 pts
- My 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

## 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/model.html)
- [http://tracomcorp.com/products\\_services/social\\_style/four\\_styles.html](http://tracomcorp.com/products_services/social_style/four_styles.html)

## **Session 4, 5: 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/model.html)

[http://tracomcorp.com/products\\_services/social\\_style/four\\_styles.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 6: Situational leadership**

### **Contents:**

Movie review: "the karate kid"

Team activities: preparation on leadership project

## **Session 7: Situational leadership**

Pre-work:

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

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 8, 9: 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

### -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 10, 11, 12: 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

Assignment:

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 13, 14: Team building, talents selection and people development

Pre-work:

-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.mindtools.com/pages/article/newTED_07.htm)

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



## Session 15, 16: 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.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 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](http://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  
(book review on “its your ship” case)
  - 100 ways recognition
  - cultural difference  
(Presentation on leadership projects)
- Wrap up

Assignment: Term paper(5-7 pages)

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