

**MGT4300/6300 LEADERSHIP MANAGEMENT:
COMPARISON AND APPLICATION B/N THE EAST AND THE WEST
Summer 2014**



(c) kinabaloo.com
The Summer Palace



The Great Wall

I. PROGRAM HIGHLIGHTS

- 1) **The purpose** is to build leadership and management capabilities in students to become more valuable and competitive in the dynamic business world;
- 2) **Program Position:** The summer Study Abroad program for UHV in Mainland China is positioned to be one of the treasures for UHV, which has great impact in both US and China with interactions between the future business leaders and future government officials.
- 3) **Strong faculty team:** There are seven “heavy-duty” lecturers for the program: a School of Government dean, a Business School dean, a chairman/CEO of a very well-known private firm in China, and three senior experienced professors (one from US and two famous professors from China);
- 4) **Cultural visits:** These are absolutely needed for correctly understanding the Chinese culture and history: Forbidden City, Summer Palace, Great Wall, Confucius’ Hometown and Mountain Tai;
- 5) **Low fee:** The estimated cost for the program (four days in Beijing, one day in Tianjin and 10 days in a holiday resort at Jinan City, home for Chinese culture and Confucius) is about \$3,500/person, but our students will only pay \$1,000/person with the help of scholarship from UHV Wu-Feng International Business Education Center. Chairman Wu will finance the rest with most meals provided and the book of \$140;
- 6) **The book** used for the program is not like any of the traditional textbooks, but the book by Chairman Wu on leadership management with more than 50 years of hard and successful working experiences. Chairman Wu will be one of the major professors for this class from the beginning to the end in his resort to show leadership in theory and practice.
- 7) **Assessments and tools:** There are more than 16 assessment instruments and 10 leadership tools for evaluations and applications in different situations about the leadership skills, apart from short and application driven readings. Students will have a lot of hand-on working experiences for business consulting and practice.
- 8) **Student mix:** UHV business school students will be mixed with the students from CUFU School of Government, one of the four in China for future country leaders and the MBA students from International University of Business and Economics in Beijing. This is the best opportunity to build social network and exchange ideas, which will be a fantastic chance to cultivate cultural understanding at a very high level for future jobs and promotions and to create competitive advantage for our students over other candidates. Students from two Taiwan universities may join the program as well for diversity and interactions.

II. SYLLABUS SUMMER 2014

Instructor: Dr. Jifu Wang

Phone Number: (281) 275-8871

E-mail: wangj@uhv.edu

Office: Room 324 Brazos Bldg., 14000 University Blvd, Sugar Land, TX 77479

A. Course Overview

Leadership management is a specialized subject to make a theoretical research and applied research comprehensively and systematically in the leadership management process. The purpose of this course is to integrate the traditional leadership study (the head) with conventional management (the body) and build leadership and management capabilities in students to become more valuable and competitive in the dynamic business world.

Leadership resources and organizational capabilities or competencies are important both as a foundation for strategy formulation and the primary source of a firm's profits. The resource-based approach to leadership management has been one of the most important theoretical streams of the new century and a major influence on strategic thinking and strategic planning among government departments and companies. Hence, the primary task of leadership management in business strategy is creating and sustaining competitive advantage. Competitive advantage results from the favorable deployment of leadership and management resources and capabilities.

A distinguishing feature of this course is the emphasis on resources and capabilities as the foundation for competitive advantage and the way it introduced the resource-based approach as a practical and useful tool of leadership management. This course is an application course that will build real managerial muscles because it offers a more integrated and systematic approach to the identification and appraisal of leadership resources and capabilities. The course will also draw upon recent contributions to the literature to discuss how leaders can create and develop organizational capabilities

The objectives of the course are not to teach theory, but to use theories to provide answers to the strategic decisions that business leaders face: What businesses should we be in? How to successfully handle institutional changes? How to serve customers from both the east and the west? And, above all, how are we to compete in order to establish and sustain a competitive advantage over rivals? Thus, while this course is rich in concepts and theoretical frameworks, its design is to offer insight into the leadership sources of superior performance and the ability to use that insight to make better strategic decisions.

This program offers a more systematic assessments and managerial tools of global leaders and benefits of local differentiation. It incorporates recent research findings on how leaders can reconcile the competitive advantages in matching the internal resources with external challenges.

B. Course Learning Objectives

1. Comprehend and apply the concepts and framework of leadership and management skills and resources and organizational capabilities or competencies.
2. Evaluate, synthesize, and apply leadership and management skills to analysis of personal resources and organizational capabilities in the global business environment.

3. Evaluate, synthesize, and apply leadership and management skills to strategy formulation and implementation based on resources and organizational capabilities in the global business environment.
4. Explains how companies can fight and win against low-cost competition from Asian companies;
5. Shows how to transfer homegrown leadership and management skills and practices to China and vice versa.

C. Required Course Materials:

1. **Textbook: New Perspective on Leadership Management published by Chartridge Books Oxford (Provided by Author);**
2. Reading materials, assessment surveys leadership tools will be provided at www2.uhv.edu/wang.

D. Grading System:

90-100: A 80-89: B 70-79: C 60-69: D Below 60: F

Evaluation: Grades will be based on the following criteria and scale:

Attendance and Quiz	15%
Class Discussion	15%
Peer Evaluation	10%
Reading Digest	15%
Learning Experiences in China	10%
Presentation	15%
Project	20%

Class Attendance /Quizzes: Attendance at **ALL** class sessions for the **FULL CLASS PERIOD** is expected. **Absence in class is not tolerated**, and will result in your grade being lowered. The quizzes will be multiple-choice questions and/or discussion questions. Textbooks and reading materials are the student’s responsibility and the inability of the student to secure materials is not a valid reason for late assignments or delay of a class.

Class Discussion: Every student is expected to take an active part in class discussion activities each week, which is the major feature of this class. As a student, your responsibilities are not only learning but also contributing. I expect you to share your thoughts and insights with your classmates for the topics given every week. You are required to participate in every topic of the week. Food for discussions will come from three sources: the textbook, the readings and the cases.

Reading Digest: You need to write a two-page essay about what you have learned from the book of New Perspective on Leadership Management. The due date is 11:59 pm August 6, 2014 (Wednesday).

Project: The instructor will assign a topic for the term project and the requirements will be given in details in class. The due date is 11:59 pm August 6, 2014 (Wednesday).

Self-Assessment Project Guideline

Your self-assessment paper is due midnight July 26 (Saturday) and is intended to be an opportunity to summarize what you have discovered about yourself as a leader or potential leader. Here's what I would do if I were completing this assignment:

- 1) I would keep a personal journal for this class, identifying key concepts and principles that I discovered about leadership that I did not previously understand or realize.
- 2) I would complete a summary of my own Five Beliefs Model, articulating how I viewed each of the key perspectives in that model.
- 3) I would complete several self-assessment inventories and think about the feedback provided.
- 4) I would evaluate the implicit values and duties inherent in the leadership relationship.
- 5) I would talk about what I am learning with significant others in my life.
- 6) I would evaluate how class experiences gave me the opportunity to apply a principle or concept.

Now, here is what is required in this paper:

- 1) Write a paper of minimum two pages (single-spaced, 12 font with margins of 1) that identifies what you have learned about yourself as a leader that is personally significant and powerful as a result of your self-assessment effort.
- 2) Explain the tools, methods, and resources that you used in your self-assessment and comment on your personal evaluation of the value of each tool, method, or resource.
- 3) Identify four key elements in this assessment:
 - i. Note the key discovery learned or insight developed – for example, “I realized that I had not really thought about the duties I owed others.”
 - ii. Tie the concept to a principle or idea contained in the class – for example, “Max DePree explains that leadership is a “covenantal relationship (1989: 54).” I had not realized that the nature of the covenant was more than an exchange relationship. I now understand that the duty owed is much more like a citizenship relationship (Manville and Ober, 2003).
 - iii. Explain how the assessment process allowed you to gain this insight – for example, “I used the Five Beliefs Model to identify six sets of duties that I owed others, and I realized that my citizenship responsibilities were far broader than I had previously conceived.”
 - iv. Tell how your behavior will change as a result of what you have learned, -- for example, “I need to reassess the personal nature of the leadership relationship to evaluate what others perceive regarding the duties that I owe them. I now understand that being a leader carries with it a powerful set of obligations. Ultimately, I realize that leadership is an intimate relationship built on trust.”

You will, of course, be expected to write an error free paper that does not contain spelling, grammatical, punctuation, or other errors. If you are concerned about whether or not your paper is error free, please have the Academic Center review this assignment before you turn it in.

Presentation: Each group (3 or 4 people) will be responsible for leading one article discussion in class, and the time allocation for this activity will be 30 minutes. Format of presentation will be up to the group to decide. Creativeness is encouraged.

Peer Evaluation: The peer evaluations provide confidential feedback from your team members on your performance. It is expected that everyone contribute equally to the project efforts. However, if a group member does not pull his or her weight, his or her overall score will reflect this lack of effort.

Because teamwork is important, there is a mandatory peer evaluation of "teamwork." If peer evaluations demonstrate that your work was not up to par, it will have a **significant** negative impact on your grade. No one will receive credit for teamwork unless he or she submits the peer of teamwork.

III. COURSE SCHEDULE

Date	Time	Activities	Note
July 13 (Sunday)	Morning	Arriving in Beijing and staying at CUFU Finance Plaza	Airport Pick Up
	2:00~ 4:30 PM	Campus Tour	
	6:30PM	Welcome Dinner	Dinner Provided.
July 14 (Monday)	9:00 AM ~ 12:00	Chinese Culture: Visiting Forbidden City	Breakfast Provided.
	1:30~ 5:30 PM	Chinese Culture: Visiting Great Wall	
	Evening	Free	
July 15 (Tuesday)	9:00 AM~ 4:00 PM	Chinese Culture: Visiting Summer Palace	Breakfast provided
	Evening	Free	
July 16 (Wed)	9: 00 AM—12: 00	Teaching Focus:: Zhou Yi and Leadership Management Philosophy周易中的领导管理思想 Speaker: Professor Yi 尹毅夫教授 R1: New Perspective on Leadership Management (NPLM) R2: Chinese Management 《中国式管理》	All meals provided
	下午2: 00—5: 00	Team Forum: Zhou Yi and Chinese Culture 周易与中国文化 R3: Hofstede's Culture Dimensions R4: Cross-Cultural Leadership R5: Cultural Web-Align Culture with Strategy R6: Cross Cultural Business Etiquette	

Date	Time	Activities	Note
	7:00 – 9:30 pm	Speaker: Business Dean	
July 17 (Thurs)	6:30:00 AM 8:00 10:00 12:00 2:00 pm 5:30 pm	To Tianjin City by High-speed Train Invitation from Mr. Mo Perwaiz, head of Airtech Asia, which specializes in aerospace, Boeing, and Airbus. http://www.airtechintl.com/ <ul style="list-style-type: none"> • Take high speed train to Tianjin Railway Station. It will take 33 minutes for 190 km. • To Airtech Asia plant. (from Railway Station to plant, it will take one hour). • Quick introduction of Airtech Asia. • Short seminar on: “Doing business in China”. • Leave for lunch: We invite all of you to have lunch in one of the most traditional sea food restaurant. • We will take all of you to visit old Tianjin area, and drop you at 5:00pm in the Tianjin Railway Station. Jinan City by High-speed Train Dinner with Chairman Wu and stay at Shanzhu Holiday Resort	All meals provided
July 18 (Friday)	9:00 am~ 12:00 2:00 – 5:00 pm	<p>Teaching Focus: Leadership Management 领导管理学的理论及实践 Lectuer: Chairman Wu R7: NPLM 《领导管理新论》</p> <p>Teaching Focus: Leadership Management in Practice and Application 领导管理实践与运用 Lectuer: Dr. Wang R8: What Makes a Leader? Daniel Goleman, HBR R9: What Makes an Effective Executive Assessment1: Personality Assessment Assessment2: Leadership Managerial Roles Assessment3: Leadership Potential Team Idea Exchange</p>	All meals provided

Date	Time	Activities	Note
	Evening	Free	
July 19 (Sat)	7:00 am Departure 1:30pm 8:00 pm	Root of Chinese Culture: Confucius Visiting Hometown of Confucius and His Temple Visiting Tai Mountain 登临五岳之首：泰安 Back to Holiday Resort at Jinan City	All meals provided
July 20 (Sunday)	9:00 am~ 12:00 下午2: —5: 00	Teaching Focus: Characteristics of Chinese Leadership Management Speaker: Dean Zhao (CUFE) <i>R10: NPLM</i> <i>R11: Comparative Study on Firms from China, Japan and US 《中日美企业管理比较》</i> Team Forum1: Why Leadership is both science and art?领导管理是科学，也是艺术 Team Forum2: Significance and Implication of the Comparative Study on Western and Chinese Culture 中西文化比较的意义,重要性,与实践操作 <i>R12 Leadership Style Matrix: Choosing the Best Leadership Approach</i> <i>R13: The Chinese Negotiation Graham & Lam Oct2003, Vol. 81 Issue 10, p82-91 HBR</i> Assessment 4: How Good Are Your Leadership Skills? Assessment 5: How Good Is Your Decision-Making? Assessment 6: How Good Is Your Problem Solving? Free	All meals provided

Date	Time	Activities	Note
July 21 (Monday)	Evening		
	9:00 am~ 12:00	<p>Teaching Focus: Attitude and Emotional Intelligence 心态与情感智力</p> <p>Lecturer: Dr. Wang <i>R1: Leadership Attitude</i> <i>R14: Emotional Intelligence</i> <i>R15: Emotional Intelligence in Leadership</i></p> <p>Tools 1: Managing Your Emotions at Work Tools 2: Emotions at Work Tools 3: Personal Accountability</p>	All meals provided
	2:00 – 5:00 pm	<p>Teaching Focus: Leadership Assessment: Emotional Intelligence <i>R4: Building Self-Confidence</i> Assessment 7: Locus of Control Assessment 8: How Self-Confident Are You? Assessment 9: Are You a Positive or Negative Thinker? Assessment 10: How Good Are your Communication Skills? Team Exchange</p> <p>Entertainment</p>	
7:00 pm			
July 22 (Tues)	9:00 am~ 12:00	<p>Teaching Focus: Leadership in Institutional Change 变革中的领导管理 Lecture: Dr. Wang</p> <p><i>R16: Change Management.</i> <i>R17: Making Change Permanent. AAA, Harris & Field. Research in Org Culture and Development 1999</i></p> <p>Tools 4:: Change Impact Analysis Tools 5: Risk Analysis Tools 6: Contingency Planning Tools 7: Scenario Analysis Tools 8: PEST Analysis</p>	All meals provided
	2:00 ~5:00 pm	<p>Focus: Change in Practice Assessment 11: How Good Are Your Change Management Skills? Assessment 12: How Good Are Your People Skills?</p>	

IV COSTS

Texas Residents	Non Residents
Program fee: \$1,000 (after \$2,500 scholarship see note 1.) Airfare : \$1,400-2,000 (Note 2) Tuition: \$1,200 (Grad) Visa: \$140 (Note 3) ISIC Card: \$27 (approx.)	Program: Program fee : \$1,000 (after \$2,500 scholarship) Airfare : \$1,400-2,000 Tuition: \$2,300 Visa: \$100
Total: From \$3,700	Total: From \$4,800
Notes <ol style="list-style-type: none"> 1. A limited number of scholarships, up to \$2,500 each, available to qualified applicants on a first come, first served basis. Apply today at: 2. Students will purchase their own flights and prices will vary depending on time of booking and itinerary. 3. Visa fee is based on US citizenship. Check with Chinese embassy for other nationalities. 4. An ISIC card is mandatory per UHS policy. It provides travel insurance so should be purchased at the time of making flight reservations. http://www.isic.org/get-your-card/ 5. Single rooms are not available for Beijing accommodation (4 nights) . All accommodation is based on double occupancy. 	

V APPLICATION PROCESS

UHV will give the authorization to purchase airfare by April 1, 2014. Do not make flight reservations until approval has been granted.

Timeline

1. Today - Complete the China 2014 Application Form
http://www.uhv.edu/studyabroad/pdf/Application_form.pdf and submit to OpieLaP@uhv.edu . (Non-UHV students must first fill out the [Texas Common Application](#) and be admitted to UHV.)
2. Seven days after applying, log onto "MyUHV" and pay the \$100 deposit to confirm your application.
3. Check date in passport to make sure expiration date is after 1/1/2015.
4. Apply for any appropriate [financial aid](#), scholarships, loans, etc. Be sure to consider future study abroad plans in filling out the FAFSA student aid form. Click here for details: <http://www.fafsa.ed.gov/> and UHV scholarship application e-form: <http://web3.uhv.edu/oarforms/Login.aspx?ReturnUrl=%2foarforms%2fdefault.aspx>
5. April 14th. - Register for either MGMT 4300 or 6300 through "MyUHV".
6. Obtain China tourist visa:
<http://china.embassy-online.net/China-Consulate-General-Houston.php>

7. By March 1st - Make flight reservations and pay for flights. Houston - Beijing return. Depart Houston on Saturday July 12th to arrive in Beijing on Sunday July 13th. **Depart Beijing on SUNDAY July 27th and return to US on the same day.**
8. March 1st – Required - Purchase your International Student Insurance Card to cover emergency evacuation and repatriation. <http://www.isic.org/> Optional – arrange additional travel insurance as required.
9. By May 29 - Pay UHV tuition, fees and \$900 remaining program fee plus single room supplement if applicable. (\$100 deposit already paid)
- .
- Prepare for travel by finalizing any travel documents and/or arrangements. (ie Passports, visa, airfare, insurance.) Health precautions, (ie immunizations, prescriptions) and any personal matters. An International Student Identity Card may be purchased online at <http://www.myisic.com/MyISIC/GetYourCard/GetYourCard1.aspx>.

Questions? http://www.uhv.edu/studyabroad/pdf/Study_Abroad_FAQ.pdf

More questions? Please contact Rosie McCusker, UHV School of Business Administration at: McCuskerR@uhv.edu or call 832-842-2858