



## Enterprise Performance and Leadership

International Academic Camp Course Syllabus  
Fudan Campus, 2019 December

**Study Term:**  
Winter, 09/12/2019 - 27/12/2019

**Study Level:**  
Postgraduate

**Class hours:**  
16:20 - 19:15

**Location:**  
No.220 Handan Rd, Shanghai, China.

### Course Description:

This course focuses on the development and the practice of leadership and power in an organization where multiple cultures co-exist. The course examines the key components in leadership, the structure of power, the best practice of leadership and power to build respect, to inspire innovation, to win results and hearts in a multicultural organization.

Major themes to be explored are: (1) the essence of leadership, (2) Source of power and its play, (3) Differences of value, culture and leadership styles between the East and the West, and (4) the effective practice of

leadership and power play to align team members of different cultures to achieve organization ultimate goals.

The course presents a practical framework and effective strategies for today's global professionals to lead oneself as well as one's organization in the fast changing, increasing demanding multicultural globalized world today.

The course will be taught by Professor James Yuann who has been working in Asia for over thirty years as Chief Asia Executives for Fortune 100 multinational companies, a senior executives' coach and a business consultant. (Please see attached Dr. Yuann's bio.)

### Course Goals:

1. To understand the key elements and approaches to enhance leadership practice and power influence in today's multicultural organization.
2. To learn the essential capacities, values, cultural and political sensitivity leaders need in order to deliver high impact results with long term success in today's complicated cultural environment.
3. To enhance the understanding and capability of young, ambitious executives to leadership, power and influence, and, how to use them effectively throughout your career.



### Required Texts:

1. James M. Kouzes and Barry Z. Posner, Leadership Challenge- How to Make Extraordinary Things Happen in Organizations. Jossey-Bass – a Wiley Imprint, 5th Edition, July 31, 2012.
2. Leadership and Management in China-Philosophies, Theories and Practices by Chao-Chuan Chen, Yueh-Ting Lee, ISBN:978-0-522170543-1, Oxford University Press published.

### Reference Book:

1. From the Great Wall to Wall Street: A Cross-Cultural Look at Leadership and Management in China and the US 1st ed. 2017 Edition, by Wei Yen, ISBN: 978-3-319-33007-5 or 978-3-319-33008-2 (eBook). Publisher: Springer Nature.

### Assessment:

Assessment Task	Weighting	Due Date
1. Class Participation	45%	TBD
2. In-class Presentation	25%	TBD
3. Final Exam	20%	TBD
4. Attendance	10%	During the class

### Course Schedule:

Day	Date	Topic	Chapter
1	09/12/2019	Introduction: Leadership, Power and their impact on Enterprise Performance; Management vs Leadership	Textbook 1: Chapter 1 Textbook 2: Chapter 1
2	10/12/2019	Effective Leadership 1, Inspire a Shared Vision: Necessity of Power	Textbook 1: Chapter 4 Textbook 2: Chapter 2
3	11/12/2019	Effective Leadership 1, How to find your Vision: Source of Power	Textbook 1: Chapter 5 Textbook 2: Chapter 2
4	12/12/2019	Effective Leadership 2, Develop & Implement Strategy: Gaining Power	Textbook 1: Chapter 6 HBR Case: Transforming ICRISAT: Leadership of Dr. Dar
5	13/12/2019	Effective Leadership 2, Align across different functions: Practice Power	Textbook 1: Chapter 7 HBR Case: Transforming ICRISAT: Leadership of Dr. Dar
<b>SATURDAY &amp; SUNDAY</b>			
6	16/12/2019	Effective Leadership 3, Encourage the Hearts: Power and Influence	Textbook 1: Chapter 10 Textbook 2: Chapter 3
7	17/12/2019	Effective Leadership 3, Encourage the Hearts: Power and Influence	HBR Case: House, Hearth and Home: Managing Leadership Change Textbook 2: Chapter 4
8	18/12/2019	Effective Leadership 3, Encourage the Hearts: Power Play, Persuasion	Textbook 2: Chapter 5 HBR Case: House, Hearth and Home: Managing Leadership



			Change
9	19/12/2019	Effective Leadership 4, Build Culture: Be a Role Model	Textbook 1: Chapter 11 Starbucks Culture Building
10	20/12/2019	Effective Leadership 5, Execution, Enable Others: Foster Collaboration	Textbook 1: Chapter 8 Textbook 2: Chapter 6
<b>SATURDAY &amp; SUNDAY</b>			
11	23/12/2019	Effective Leadership 5, Execution, Empower Others: Enhance self-determination	Textbook 1: Chapter 9 HBR Case: Sports Gear Co. - An Empowerment Underdone
12	24/12/2019	Effective Leadership 6, Enhance Your EQ, PQ (Political Quotient), Empathy and Effective Leading	Textbook 1: Chapter 12 Textbook 2: Chapter 7
13	25/12/2019	Effective Power Play, Manage Corporate Politics, Source of Power	Textbook 1: Chapter 2 Textbook 2: Chapter 8
14	26/12/2019	Effective Leadership, power practice and sustainability	Textbook 1: Chapter 3 Manage Your Boss
15	27/12/2019	Final Exam	N/A