

## **Course Title: Strategic Talent Management (3 credits, Required)**

### **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 21<sup>st</sup> 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 Attention:*

*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, with a lot of demand on inter-dependent group projects, including the experiential learning through the practical process of peer evaluation and feedback. Students should be aware that due to the integrated design nature of the course, missing any part of the class meetings or group work would severely affect the whole learning experience individually and collectively, so you should make sure that you are ready to commit the effort and time before signing 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.*

### **Course Objectives**

- ✓ To re-position people management in the context of the new knowledge-based economy and the globalizing world.
- ✓ To re-orientate your role as a people manager and leader, and your responsibility in engaging your people and optimizing their performance and potential.
- ✓ To re-set your understanding on attracting, deploying, evaluating, developing and engaging people.
- ✓ To apply new concepts and principles in dealing with people management challenges in the organization.
- ✓ To leverage talent management as a key strategic competitive differentiator for the organization.

**Course structure and schedule:**

Full-day class meetings on 5 selected Sundays (4/23, 5/7, 5/21, 6/11, 6/25; 09:00 to 18:00), and evening of 6/11 (19:00 to 22:00); with individual and group assignments between class meetings. The following topics will be covered:

- P1: Repositioning Talent Management
- P2: Systemic thinking and fundamentals
- P3: Building and Leading a High Performance Organization
- P4: Engaging people: Bonding the hearts and minds
- P5: Recruiting people: Getting the right people on the bus
- P6: Deploying people: Putting right people in the right places
- P7: Evaluating people: Maximizing performance & potential
- P8: Giving and receiving feedback
- P8a. Feedback session in the evening
- P9: Developing people and Leadership capabilities
- P10: Wrap-up

**Study groups:**

In addition to the class meetings, students are expected to meet at their own time in assigned study groups to work on assigned cases and one final project. The purpose of 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%

**Estimated time commitment (minimum):**

- Class meetings: 48 hours
- Group projects: 50 hours
- Reflection papers: 20 hours
- Readings: 20 hours

**Reference books:**

1. First, Break All The Rules, by Marcus Buckingham & Curt Coffman
2. From Good To Great: by Jim Collins
3. The practice of management, by Peter F Drucker

**Course grade:**

- Learning reflections: 50%
- Group reports: 30%
- Peer evaluation: 20%

**Those who missed more than one day of class meetings or more than one group meeting will not receive a course grade. Late submission of assignments 24 hours after dateline without prior written permission will also not receive a grade.**



**Instructor: Professor Swee-Huat (S.H.) Lee (李瑞華)**

**e-mail: [shlee@nccu.edu.tw](mailto:shlee@nccu.edu.tw) Facebook: shlee.fb**

Professor S.H. Lee is Professor of Leadership and Strategic Talent Management at National Chengchi University. He is also Visiting Professor at Shanghai Fudan University, and the Beijing Tsinghua & INSEAD EMBA Program. His areas of interest include Leadership Development, Organization Development & Transformation, Strategic Talent Management, and Performance Management. He was repeatedly voted as “Distinguished Professor”. He is also a member of the editorial board for the Taiwan edition of Harvard Business Review since 2008.

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 7,000 students from more than 60 countries had attended Prof. Lee’s courses. His unique course on “Confucianism and Leadership” (in English) 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 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 to more than 100 countries 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 Sloan Fellowship Program at Stanford University.