

**THE UNIVERSITY OF HONG KONG
FACULTY OF BUSINESS AND ECONOMICS**

**BUSI3809: Leadership Development Programme
2021 - 2022 Second Semester**

I. Instructor Information

Instructor: Dr. Dennis Hsu
Email: dennishsu@hku.hk
Office: KKL 727
Phone: 3917-5666
Office Hour: By appointment

II. Course Description and Objectives

The goal of this course is to impart, develop, and enhance your leadership skills. The course is designed to prepare you to lead high-performing, successful firms in the future and to effectively steer your own careers. These will be the twin themes of the course: (1) how to establish, manage, and lead prosperous firms and (2) how to develop a thriving career for oneself. In addition to covering critical theoretical concepts, the course gives you hands-on practices to sharpen your leadership skills.

Course Objectives

1. Introduce fundamental concepts and theories of modern leadership
2. Identify key areas of development to become an effective leader
3. Provide opportunities to apply the *New Science of Leadership* to real-life dilemmas and cases
4. Foster core skills and strategies to lead and work in teams

III. Course Learning Outcomes

By the end of the course, students should be able to:

- CLO1.** Understand and integrate the key areas of modern leadership theories and research that can be applied to contemporary and future business environments that are highly diversified and multicultural in nature
- CLO2.** Identify and explain both successful and detrimental leadership cognition and practices based on the modern leadership theories and concepts
- CLO3.** Demonstrate competency at analyzing leadership problems and challenges, as well as providing sound insights and recommendations to tackle core issues
- CLO4.** Conduct systematic and insight-based case analyses applying leadership concepts and frameworks learned in class
- CLO5.** Develop and present clear, well-organized business presentations and reports

IV. Alignment of Faculty and Course Learning Outcomes

| Faculty Learning Goals | Course Learning Outcome |
|---|-------------------------|
| 1. Acquisition and internalization of knowledge of the programme discipline | CLO1, CLO2, CLO3 |
| 2. Application and integration of knowledge | CLO1, CLO2, CLO4 |
| 3. Inculcating professionalism | CLO3, CLO4 |
| 4. Developing global outlook | CLO1 |
| 5. Mastering communication skills | CLO4, CLO5 |
| 6. Cultivating leadership | CLO1, CLO3 |

V. Teaching and Learning Activities

- Lecture:**
Interactive lectures on major concepts and issues with PowerPoint slides are conducted. Students will be invited to share their views and experiences in applying the concepts.
- In-class discussions and activities:**
Students are invited to participate in class activities and share their views and ideas.
- Videos:**
Students are required to discuss a specific set of questions based on the videos.
- Group case analysis:**
Students are divided into groups and are required to meet outside the class, analyze the assigned case, and submit a written report.
- Group project and presentation:**
Students are divided into groups and are required to conduct a management project. Each group makes a group presentation and submits a group report.
- End of term test:**
A test will be conducted at the end of the term.

| COURSE TEACHING AND LEARNING ACTIVITIES | | |
|---|-----------------------|-------------------------|
| Course Teaching and Learning Activities | Expected contact hour | Study Load (% of study) |
| T&L1. Interactive Lecture | 25 | 20% |
| T&L2. In-class Discussions and Activities | 05 | 05% |
| T&L3. Group Paper | 20 | 17% |
| T&L4. Group Presentation | 20 | 17% |
| T&L5. End of Term Test | 50 | 41% |
| Total | 120 | 100% |

VI. Assessment

| | |
|---------------------------------------|-------------|
| 1. Class Attendance and Participation | 20% |
| 2. Group Case Analysis Paper | 20% |
| 3. Group Project & Presentation | 20% |
| 4. End-of-Term Test | <u>40%</u> |
| Total | <u>100%</u> |

VII. Standards for Assessment

Attendance and Participation (20%)

Attendance will be taken for the lectures and presentations. Discussions and individual sharing in class will be considered in assigning points for attendance and individual participation.

Grading Criteria

| CLO | CLO 1, CLO 4 |
|-----------|---|
| A+, A, A- | Extremely well prepared for class discussion, active in sharing views, and attend at least 90% of classes |
| B+, B, B- | Partially prepared for class discussion, quite active in sharing views, and attend at least 80% of classes |
| C+, C, C- | Not well prepared for class discussion, only occasionally sharing views, and attend at least 70% of classes |
| D+, D | Not well prepared for class discussion, no sharing of views, and attend at least 60% of classes |
| F | Never prepared for class discussion, no sharing of views, and attend less than 50% of classes |

Group Case Analysis Paper (20%)

Each group will be required to submit a written analysis of an assigned leadership case. The following grading criteria are applied:

Grading Criteria

| CLO | CLO 1, CLO 2, CLO 4 |
|-----------|--|
| A+, A, A- | All key leadership problems are identified, insightful and detailed analyses, sufficient support with relevant data/facts, effective application of leadership concepts and theories, well thought-out and feasible recommendations, and excellent writing. |
| B+, B, B- | Most of the key leadership problems are identified, generally insightful and detailed analyses, appropriate use of relevant data/facts, acceptable application of leadership concepts and theories, generally logical and feasible recommendations, and decent writing. |
| C+, C, C- | A few key leadership problems are identified, somewhat insightful and detailed analyses, insufficient use of relevant data/facts, limited application of leadership concepts and theories, mediocre and infeasible recommendations, and marginally acceptable writing. |
| D+, D | Less important leadership problems are identified, analyses lacking a clear focus and consistency, limited use of relevant data/facts, little application of leadership concepts and theories, recommendations not well-thought out and not practical, and poor writing. |
| F | Key leadership problems are entirely overlooked, poor analyses with no consistency in logics, absence of relevant data/facts, no application of leadership concepts and theories, poor recommendations, and unacceptable writing. |

Group Project and Presentation (20%)

Students are divided into groups and are required to conduct a leadership related project. Each group prepares and delivers an in-class presentation. The group presentation will be evaluated based on a set of presentation criteria.

Grading Criteria

| CLO | CLO 1, CLO 2, CLO 4 |
|-----------|---|
| A+, A, A- | Professional presentation style, comprehensive content coverage, well-articulated on critical issues, effective use of leadership concepts, and quality interaction with audience. |
| B+, B, B- | Decent presentation style, appropriate content coverage, clear discussion of critical issues, moderately effective use of leadership concepts, and acceptable interaction with audience. |
| C+, C, C- | Mediocre presentation style, limited content coverage, marginally acceptable discussion of critical issues, infrequent use of leadership concepts, and limited interaction with audience. |
| D+, D | Weak presentation style, key content omitted, unclear focus on critical issues, very limited use of leadership concepts, and poor interaction with audience. |

| | |
|----------|--|
| F | Unacceptable presentation style, questionable content coverage, omitting critical issues, zero use of leadership concepts, and no interaction with audience. |
|----------|--|

End-of-Term Test (40%)

The end-of-term test will be cumulative and closed-book. The test will be used to assess students' learning during the semester.

Grading Criteria

| | |
|------------------|---|
| CLO | CLO 2, CLO 3 |
| A+, A, A- | 90-100% of the responses are accurately and clearly marked. |
| B+, B, B- | 80-89% of the responses are accurately and clearly marked. |
| C+, C, C- | 70-79% of the responses are accurately and clearly marked. |
| D+, D | 60-69% of the responses are accurately and clearly marked. |
| F | Less than 60% of the responses are accurately and clearly marked. |

Course Final Grade

An individual student's final grade for the course will be assigned according to the accumulative score that he/she has obtained from all of the assessment criteria above. That is,

$$\text{Course Final Grade} = \text{Participation (20\%)} + \text{Group Case Analysis Paper (20\%)} + \\ \text{Group Presentation (20\%)} + \text{End-of-Term Test (40\%)}$$

VIII. Academic Conduct

The University Regulations on academic dishonesty will be strictly enforced. Please check the University Statement on plagiarism on the web: <http://www.hku.hk/plagiarism/>

IX. Tentative Course Schedule

| Week | Topic |
|-------------|--|
| Week 1 | Course Introduction |
| Week 2 | Fundamental Perspectives of Leadership |
| Week 3 | Effective Persuasion |
| Week 4 | Leading Diversity |
| Week 5 | Ethical Leadership |
| Week 6 | Follower Motivation |
| Week 7 | Reading Week – No Class |
| Week 8 | Communicating Visions |
| Week 9 | Power |
| Week 10 | Building Culture |
| Week 11 | Global Leadership |
| Week 12 | Group Presentations |

Note: Course topics and orders are subject to change with prior notifications.