



## 1. General Information

Course Subject	MGMT
Course Number	3416
Course Title	Storytelling: Global Business Communication
Academic Years	2023-2024
Grading Method	Letter

## 2. Instructors

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Subclasses: 2A

## 4. Course Description

Course Description	<p>Telling stories to make sense of reality—or to shape it—is a human characteristic. We tell stories to explain our actions or intentions, to create coherence amongst disparate events. Artists tell a story through their works and in doing so, shape reality and our perception of it. Good leaders as well commonly use storytelling to inspire, teach, and define their organisation values and culture. However, good storytelling has rules and not everybody is a born storyteller.</p> <p>This course aims at developing students' business storytelling skills through the study of speeches, commercials, and other organisational narratives from around the world. By reflecting on the importance of storytelling in management, this course will help students become better leaders.</p>
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## 5. Course Objectives

1. Introduce the main rules of good business storytelling
2. Explain the relationship between storytelling and management
3. Develop students' reading, listening, writing, and speaking skills in relation to business storytelling
4. Develop students' critical and creative thinking skills

## 6. Faculty Learning Goals

Goal 1: Acquisition and internalization of knowledge of the programme discipline
Goal 2: Application and integration of knowledge
Goal 3: Inculcating professionalism
Goal 4: Developing global outlook

6. Faculty Learning Goals
Goal 5: Mastering communication skills
Goal 6: Cultivating leadership

7. Course Learning Outcomes						
Course Teaching and Learning Activities	Aligned Faculty Learning Goals					
	1	2	3	4	5	6
CLO1. Identify the main types of organisational stories, their components, and their goals in both oral and written for	✓	✓	✓	✓		
CLO2. Critically analyse oral, written, and visual organisational storytelling both orally and in writing	✓	✓	✓	✓	✓	
CLO3. Apply the rules of organisational storytelling while developing oral or visual storytelling	✓	✓	✓	✓	✓	✓

8. Course Teaching and Learning Activities		
Course Teaching and Learning Activities #	Expected Study Hours	Study Load (% of study)
T&L1. Interactive Lectures	25	20.8
T&L2. Preparatory questions and in-class activities (Discussions, case discussions, storytelling analyses, storytelling developments, role-plays)	25	20.8
T&L3. Individual Project	35	29.2
T&L4. Group Project – Part 1	20	16.7
T&L5. Group Project – Part 2	15	12.5
	Total: 120	Total: 100

9. Assessment Methods			
Assessment Methods	Description	Weight %	Aligned Course Learning Outcomes
A1. Individual Participation	Interactive lectures, preparatory questions, in-class activities	20%	1,2,3
A2. Individual project	Storytelling analysis Each student is required to individually develop and submit a 1000-word essay analysing an existing example of organisational storytelling, such as a commercial (about 2-3 minutes) or a speech (about 3-5 minutes). The assessment is due after Good Friday break (TBD) by 11:59pm HK time. In case of late submission, there is a penalty policy: minus 10% on the assessment per 24-hour block and project not graded if more than 72 hours late (meaning, student will receive an F for the assessment).	40%	1,2
A3. Group Project – Part 1	Strategic narrative presentation Each group is required to develop a strategic narrative on an assigned topic, give a 10-minute oral presentation on their narrative, and answer potential	25%	2,3

## 9. Assessment Methods

	questions from their classmates. Each group member is required to present equally.		
A4. Group Project – Part 2	<p>Video storytelling development</p> <p>Each group is required to develop the strategic narrative they presented as a 2-3 minute video storytelling. Prior to submitting their project, each group will have the opportunity to discuss their storytelling development with their peers during in-class workshops and receive feedback.</p> <p>The project is due 2 weeks after the last session (TBD) by 11:59pm HK time. In case of late submission, there is a penalty policy: minus 10% on the assessment per 24-hour block and project not graded if more than 72 hours late (meaning, student will receive an F for the assessment).</p>	15%	1,3
A5. Final Exam		0%	

## Assessment Rubrics

A1. Individual Participation	Discussion and sharing in class will be considered in assigning points for individual participation
A+,A,A-	Extremely well-prepared for class activities, active in sharing views, participates in at least 90% of these activities
B+,B,B-	Partially prepared for class activities, quite active in sharing views, and participates in at least 80% of these activities
C+,C,C-	Not well-prepared for class activities, only occasionally sharing views, and participates in at least 70% of these activities
D+,D	Not well-prepared for class activities, no sharing of views, and participates in at least 60% of these activities
F	Never prepared for class activities, no sharing of views, and participates in less than 50% of these activities
A2. Individual project	<ul style="list-style-type: none"> <li>• Written Literacy: Relevance: Storytelling analysis. Do you analyse an existing example of organisational storytelling? Do you follow the essay format (introduction, 2-3 paragraphs, conclusion) in your analysis? (30 pts)</li> <li>• Written Literacy: Analysis. Proper use of concepts studied in class. Do you explicitly refer to the relevant theoretical concepts to write your essay? Do you give examples from the chosen storytelling to support your opinion? (40 pts)</li> <li>• Written Literacy: Writing of the essay. Includes readability, flow, logic, and organization; writing mechanics, such as: is your analysis free of grammatical and spelling errors? Have you edited your essay (caps, spaces, punctuation, etc.)? Do you list the link to the chosen storytelling in your sources? (30 pts)</li> </ul>
A+,A,A-	Very good to excellent ratings on some or all three criteria.
B+,B,B-	Good to very good ratings on some or all three criteria.
C+,C,C-	Fair to good ratings on some or all three criteria.
D+,D	Fair ratings on all three criteria.
F	Fail to submit the project.
A3. Group Project – Part 1	<ul style="list-style-type: none"> <li>• Group oral literacy: Relevance. Do you give an oral presentation? Is this oral presentation about a strategic narrative you developed? Do you answer the assigned topic regarding your narrative? Do you refer to the relevant concepts in your presentation? (10 pts)</li> <li>• Group oral literacy: Substance. Is your presentation logically organised, easy to follow? Do</li> </ul>

## Assessment Rubrics

	<p>you explain your story elements and structure? Are your explanations concise and convincing? Does your strategic narrative follow the rules of organisational storytelling as discussed in class? (20 pts)</p> <ul style="list-style-type: none"> <li>• Group oral literacy: Oral performance. Do you speak clearly and distinctly, at a proper pace? Do you speak without reading? Does your body language reflect enthusiasm and confidence? Is the presentation well presentation within the time limit (about 10 minutes)? (10 pts)</li> <li>• Group visual literacy: Visual presentation. Are your visuals well-presented, using appropriate font size, colour(s), layout? Are they free of grammatical, spelling, or other errors? (10 pts)</li> </ul> <p>Peer Evaluation for Group Work In normal cases, each individual group member receives the same total score for the group work. However, in some cases, individual group members' scores will be adjusted depending on their efforts and contribution to the group work.</p>
A+,A,A-	Very good to excellent ratings on some or all four criteria.
B+,B,B-	Good to very good ratings on some or all four criteria.
C+,C,C-	Fair to good ratings on some or all four criteria.
D+,D	Fair ratings on all four criteria.
F	Fail to present the project.
A4. Group Project – Part 2	<ul style="list-style-type: none"> <li>• Group visual literacy: Relevance: Topic. Did you develop a strategic narrative? Did you develop the strategic narrative you presented? Did you develop a video storytelling? (10 pts)</li> <li>• Group visual literacy: Substance: Development of a strategic narrative. Is your story logically organised, easy to follow? Does your strategic narrative follow the rules of organisational storytelling as discussed in class? Have you considered the comments you received during your presentation? During the peer-feedback session? (25 pts)</li> <li>• Group visual literacy: Video making of the storytelling. Did you use the relevant materials to develop your video storytelling (i.e., video editing software, audio, if applicable, graphics, pictures, video clips, etc.)? If applicable, do your multimedia elements work well together (audio synced to the visuals, background audio not overpowering the primary one, etc.)? Is your video properly lit, focused, and framed? Is your whole video the development of your strategic narrative? Is your video storytelling presented in a logical order? In your end credits, do you properly reference and acknowledge any borrowed materials, like pictures or audio tracks? Is your video within the time limit (2-3 minutes)? (15 pts)</li> </ul> <p>Peer Evaluation for Group Work In normal cases, each individual group member receives the same total score for the group work. However, in some cases, individual group members' scores will be adjusted depending on their efforts and contribution to the group work.</p>
A+,A,A-	Very good to excellent ratings on some or all three criteria.
B+,B,B-	Good to very good ratings on some or all three criteria.
C+,C,C-	Fair to good ratings on some or all three criteria.
D+,D	Fair ratings on all three criteria.
F	Fail to submit the project.

## 10. Course Grade Descriptors

A+,A,A-	Student has consistently demonstrated an excellent grasp of organisational storytelling concepts, as evidenced by original or exceptionally astute analysis and synthesis of student work.
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## 10. Course Grade Descriptors

B+,B,B-	Student has demonstrated a substantial grasp of organisational storytelling concepts, as evidenced by above average performance in analysis and synthesis of student work.
C+,C,C-	Student has demonstrated a fair grasp of organisational storytelling concepts, as evidenced by average performance in analysis and synthesis of student work.
D+,D	Student has demonstrated limited grasp of organisational storytelling concepts, as evidenced by barely satisfactory performance in analysis and synthesis of student work.
F	Student has demonstrated very limited grasp of organisational storytelling concepts, as evidenced by poor performance in analysis and synthesis of student work.

## 11. Course Content and Tentative Teaching Schedule

Topic/ Session	Date	Time	Content	Readings	Assignments	Other information
1			-Overview of Course Outline -Lecture/Discussion: What is Business Storytelling? 1 – Beyond Business Communication Business Storytelling Map 1/2 (based on stories from Morgan & Dennehy, 1997-written literacy): Identify the main components of a story + Group activity + in-class debrief (storytelling analysis-Written + Oral literacy) Identify the 5 types of business stories + Group activity + in-class debrief (storytelling analysis) Identify the 9 business narrative forms + Group activity + in-class debrief	Course outline		

## 11. Course Content and Tentative Teaching Schedule

			(storytelling analysis)			
2			<p>-Lecture/Discussion: What is Business Storytelling? 2</p> <p>– Tools 1</p> <p>Business Storytelling Map 2/2</p> <p>(based on stories from Morgan &amp; Dennehy, 1997):Identify the elements of a story + Group activity + in-class debrief (storytelling analysis)</p> <p>Identify the 7 basic plots + Group activity + in-class debrief (story re-telling)</p> <p>Identify the structure of a story + Group activity + in-class debrief (storytelling analysis)</p>			
3			<p>-Lecture/Discussion: What is Business Storytelling? 3</p> <p>– Tools 2</p> <p>Review of storytelling elements and structure: Group activity + in-class debrief (storytelling analysis of The LEGO Story)</p> <p>Define Aristotle's Principles (Logos, Pathos, Ethos)</p> <p>Group activity + in-class debrief (storytelling analyses of</p>			

## 11. Course Content and Tentative Teaching Schedule

			<p>commercials) Group activity + in-class debrief (storytelling development) -Presentation of Grading Criteria for Preparatory Questions (PQ)</p>			
4			<p>-Lecture/Discussion: Business Storytelling – From Data to Story Discuss PQ: the differences and similarities between “soft” storytelling and data storytelling In-class storytelling analysis of the 3M article for elements and structure of a “strategic narrative” (Logos) Identify and define the differences and similarities between a strategic narrative and an academic essay (review 1 for individual project—written literacy) In-class storytelling analysis + Group activity + in-class debrief: the Mustang memo: how to write a strategic narrative following the</p>	<p>-Shaw et al. “Strategic Stories: How 3M is Rewriting Business Planning” -Case 9-603-062 “Managing Knowledge and Learning at NASA and the Jet Propulsion Laboratory (JPL),” Dorothy Leonard &amp; David Kiron, Harvard Business School (rev. 2002)</p>	Answer Preparatory Questions (PQ)	

## 11. Course Content and Tentative Teaching Schedule

			<p>Logos principle</p> <p>Group activity + in-class</p> <p>debrief: the Mustang memo: how to add visual data (e.g., charts, graphs) to “soft” storytelling</p> <p>-Case Discussion: 9-603-062 “Managing Knowledge and Learning at NASA and the Jet Propulsion Laboratory (JPL),” Dorothy Leonard &amp; David Kiron, Harvard Business School (rev. 2002): Discuss PQ</p> <p>Group activity + in-class</p> <p>debrief (storytelling development: practice in creating and telling a story orally in class)</p>			
5			<p>- Lecture/Discussion: Storytelling and Branding 1 – Define your Brand</p> <p>Discuss PQ</p> <p>Group activity + in-class</p> <p>debrief (storytelling analysis of video commercials including music, visual elements, layout, editing)</p> <p>- Case Discussion:</p>	<p>-Technical Note 9-519-049 “Technical Note: Brand Storytelling,” Jill Avery, Harvard Business School (rev. 2020)</p> <p>-Case 9-520-102 “Brand Storytelling at Shinola,” Jill Avery, Giana M. Eckhardt, and Michael B. Beverland (rev. 2020)</p>	Answer Preparatory Questions (PQ)	



## 11. Course Content and Tentative Teaching Schedule

			<p>9-520-102  “Brand  Storytelling at  Shinola,” Jill  Avery, Giana  M. Eckhardt,  and Michael  B. Beverland  (rev. 2020):  Discuss PQ  (analysis of  strategic  narratives:  practice in  analysing  written stories  using the  essay format)  - Review 2 for  individual pro  ject—written  literacy: the  essay  conclusion</p>			
6			<p>- Detailed  instructions  for Group  project –  Part 1:  strategic  narrative oral  presentation  —oral and  visual literacy  (to start after  Reading  Week)  Instructions  on designing  effective  slides for  presentations  with visuals  - Lecture/Disc  ussion:  Storytelling  and  Branding 2 –  Brand  Metaphors –  Define your  Brand  Define a  metaphor and  compare with  a brand  metaphor  (based on the  7 brand  metaphors by  G. Zaltman)  Group activity  + in-class</p>	<p>-Case  9-518-105  “Global Brand  Management  of Anheuser  Busch InBev’s  Budweiser,”  Jill Avery,  Harvard  Business  School (rev.  2020)</p>	<p>Answer  Preparatory  Questions  (PQ)</p>	

## 11. Course Content and Tentative Teaching Schedule

			<p>debrief (storytelling analysis of video commercials including music, visual elements, layout, editing)</p> <p>- Case Discussion: 9-518-105 “Global Brand Management of Anheuser Busch InBev’s Budweiser,” Jill Avery, Harvard Business School (rev. 2020): Discuss PQ</p> <p>Group activity + in-class debrief (storytelling development with visual components: practice in creating and telling a story orally in class with visual components)</p>			
7			<p>- Lecture/Discussion: Storytelling and Branding 3 – Inspire New Trends Discuss PQ</p> <p>- Case Discussion: KEL964 “The Hunger Games: Catching Fire – Using Digital and Social Media for Brand Storytelling,” Mohanbir Sawhney &amp; Pallavi Goodman, Northwestern Kellogg School of Management</p>	<p>-Bell &amp; Leonard, “Digital Organizational Storytelling on YouTube”</p> <p>-Case KEL964 “The Hunger Games: Catching Fire – Using Digital and Social Media for Brand Storytelling,” Mohanbir Sawhney &amp; Pallavi Goodman, Northwestern Kellogg School of Management (2016)</p>	Answer Preparatory Questions (PQ)	

## 11. Course Content and Tentative Teaching Schedule

			<p>(2016) In-class analysis of visual storytelling (video clips and posters: practice in analysing stories with visual components including music, layout, editing) Group activity + in-class debrief (storytelling development with visual co mponents:pra ctice in creating and telling a story orally in class with visual components) - Group project-Part 1: Oral Presentat ion(s): Define your Brand</p>			
8			<p>- Lecture/Disc ussion: Storytelling and Leadership 1 – Develop Ethos – Inspireyour audience Discuss PQ Group activity + in-class debrief (storytelling analysis of a filmed speech: practice in analysing a speech with body languag eelements) Group activity (storytelling development: practice in creating and telling a story orally in class) - Group project-Part 1:</p>	-Auvinen et al., “Constructing leadership by storytelling”	Answer Preparatory Questions (PQ)	

## 11. Course Content and Tentative Teaching Schedule

			Oral Presentation(s): Develop Ethos			
9			<ul style="list-style-type: none"> <li>- Lecture/Discussion: Storytelling and Leadership 2 – Develop Ethos – Inspire your Team</li> <li>- Case Discussion: ACRC21/701C “Leading the Marriott Way,” David S. Lee, HKU (2021): Discuss PQ Group activity + in-class debrief (analysis of written and visual storytelling: practice in analysing strategic narratives and video storytelling including music, visual elements, layout, editing)</li> <li>- Group project-Part 1: Oral Presentation(s): Build Trust in your Brand</li> </ul>	-ACRC21/701C “Leading the Marriott Way,” David S. Lee, HKU (2021)	Answer Preparatory Questions (PQ)	
10			<ul style="list-style-type: none"> <li>- Lecture/Discussion: Storytelling and Narrative Identity – Inspire Change</li> <li>- Case Discussion: 9-519-046 “Brand Activism: Nike and Colin Kaepernick,” Jill Avery &amp; Koen Pauwels, Harvard Business School (rev. 2019)</li> </ul>	-9-519-046 “Brand Activism: Nike and Colin Kaepernick,” Jill Avery & Koen Pauwels, Harvard Business School (rev. 2019)	Answer Preparatory Questions (PQ)	

## 11. Course Content and Tentative Teaching Schedule

			<p>School (rev. 2019): Discuss PQ</p> <p>Group activity + in-class debrief (analysis of written storytelling: practice in analysing strategic narratives)</p> <p>- Group project-Part 1: Oral Presentation(s): Inspire Change</p> <p>- Workshop on video editing software + detailed instructions for Group project – Part 2: Video Storytelling Development (visual literacy)</p>			
11			<p>- Lecture/Discussion: Storytelling and Social Change – Inspire Change</p> <p>Discuss PQ</p> <p>- Case Discussion: PH7-011 “Coloring the Narrative: How to Use Storytelling to Create Social Change in Skin Tone Ideals,” Eric Weinberger, Harvard T.H. Chan School of Public Health (2017)</p> <p>Group activity + in-class debrief (storytelling development: practice in creating and telling a story orally in class)</p>	<p>-Laufer, “Spinning stories”-PH7-011</p> <p>“Coloring the Narrative: How to Use Storytelling to Create Social Change in Skin Tone Ideals,” Eric Weinberger, Harvard T.H. Chan School of Public Health (2017)</p>	<p>Individual Project due (storytelling analysis) Answer Preparatory Questions (PQ)</p>	

## 11. Course Content and Tentative Teaching Schedule

			- Workshop for group project – Part 2: Video storytelling development Q&A session about project Instructions for peer feedback session (during session 12)			
12			- Workshop for group project – Part 2: Video storytelling development Peer feedback session (see rubric provided)		Group project – Part 2: Video storytelling development: First draft to be posted on Moodle	

## 12. Required/Recommended Readings & Online Materials

Reading	The instructor will provide course materials on Moodle.
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## 13. Means / Processes for Student feedback on Course

✓	Conducting mid-term survey in addition to SETL around the end of the semester
	Online response via Moodle site
	Others

## 14. Course Policy

- Academic dishonesty is an assault upon the basic integrity and meaning of a University. Cheating, plagiarism and other forms of academic dishonesty are serious acts that erode the University's educational role and degrade the value of one's degree.
- All students should support and share responsibility for the academic integrity in the HKU community, as well as their own work. You are expected to:
  - Refrain from cheating, plagiarism or other forms of academic misconduct
  - Not to aid or abet others to commit any form of academic misconduct
  - Report to teacher or the Faculty Office about any incident of academic misconduct observed
- Plagiarism and cheating are extremely serious intellectual crime and will not be tolerated to any extent in HKU. Any act of plagiarism or cheating is a disciplinary matter that can result in serious consequences, including expulsion from the University.
- Please check the University Statement on plagiarism on the web: <http://www.hku.hk/plagiarism/>. Please also be familiar with the HKU regulations and policies on attendance, absence, examination, and copyright (e.g., HKU Undergraduate Student Handbook).

## 15. Additional Course Information

I will send announcements about course schedules, assignments, and readings via Moodle. Lecture slides and videos will be posted on Moodle after each lecture, but I will not send separate announcements about them. Readings and assignments will be available on Moodle one week before the discussion.

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