

## Subject Description Form

<b>Subject Code</b>	MM3151
<b>Subject Title</b>	Managerial Leadership
<b>Credit Value</b>	3
<b>Level</b>	3
<b>Normal Duration</b>	1-semester
<b>Pre-requisite / Co-requisite/ Exclusion</b>	<b>Pre-requisite:</b> Management and Organisation (MM2021) or equivalent
<b>Objectives</b>	Based on the vast scientific advancement in social psychology, organizational behavior, sociology, and other relevant disciplines, this subject addresses the emergence and effectiveness of leaders. Students will gain self-awareness of their personal leadership styles, and learn the whole spectrum of effective leaderships in the context of interpersonal interactions, teams, and organizations. Students will learn the fundamental principles, features, and processes of influencing others in an effective manner. They will learn to understand the cultural variations and ethical nuances leaders have to face constantly. In summary, this subject aims at turning students into enlightened leaders in that not only they become more effective in leadership roles, but have in-depth and systematic understandings of leadership dynamics as well.
<b>Subject Learning Outcomes</b>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> <li>a. Communicate verbally and in writing in English at a level of effectiveness appropriate for business purposes and general conversation;</li> <li>b. Demonstrate a global outlook and an understanding of cultural diversity when dealing with issues of leadership;</li> <li>c. Identify and invoke mechanisms for the stimulation of creative thinking in addressing key challenges and problems leaders facing in the business setting;</li> <li>d. Identify and resolve ethical challenges pertaining to leadership, motivating employees, power, politics, managing conflicts, coaching, communicating and other relevant issues;</li> <li>e. Conceptualize and act upon the interpersonal and group dynamics in organizations and their impact on leadership and influencing others;</li> <li>f. Have sufficient skills and knowledge pertaining to leadership to make an immediate contribution to the organization in which they are first employed; and have a foundation for leadership-related skills and knowledge, on which to base the process of continuous professional development (<b>BBA Outcome 14</b>).</li> </ol>
<b>Subject Synopsis/ Indicative Syllabus</b>	<p>Introduction to Leadership            Leadership Traits and Skills            Leadership Behavior, Motivation and Contingencies            Dyadic Theories and Followership            Power Influence            Charismatic and Transformational Leadership            Ethical Leadership            Participative Leadership and Empowerment            Leader in Teams and Decision Making            Cultural Issues in Leadership            Leader Development and Peer Feedback</p>

<b>Teaching/Learning Methodology</b>	<p>The class is taught with outcome-based learning and research-based education in mind. Designed to better prepare students to apply both basic knowledge and cutting-edge discoveries in leadership research to contemporary business problems, this course requires students to produce reports analyzing problems for organizations and the role of leadership in these problems, and eventually providing solutions based on cutting-edge academic knowledge that they have learned from the course. The interactive seminar with exercises, cases, and group-based activities will cover major topics of the over a century's intensive research on leadership.</p>																																																																					
<b>Assessment Methods in Alignment with Intended Learning Outcomes</b>	<table border="1" data-bbox="464 432 1435 919"> <thead> <tr> <th data-bbox="464 432 854 596" rowspan="2"><i>Specific assessment methods/tasks</i></th> <th data-bbox="854 432 997 596" rowspan="2"><i>% weighting</i></th> <th colspan="6" data-bbox="997 432 1435 554"><i>Intended subject learning outcomes to be assessed (Please tick as appropriate)</i></th> </tr> <tr> <th data-bbox="997 554 1068 596">a</th> <th data-bbox="1068 554 1140 596">b</th> <th data-bbox="1140 554 1211 596">c</th> <th data-bbox="1211 554 1282 596">d</th> <th data-bbox="1282 554 1354 596">e</th> <th data-bbox="1354 554 1435 596">f</th> </tr> </thead> <tbody> <tr> <td data-bbox="464 596 854 646"><b>Continuous Assessment*</b></td> <td data-bbox="854 596 997 646"><b>50%</b></td> <td data-bbox="997 596 1068 646"></td> <td data-bbox="1068 596 1140 646"></td> <td data-bbox="1140 596 1211 646"></td> <td data-bbox="1211 596 1282 646"></td> <td data-bbox="1282 596 1354 646"></td> <td data-bbox="1354 596 1435 646"></td> </tr> <tr> <td data-bbox="464 646 854 730">1. 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Specifically,</p> <ul data-bbox="509 1272 1435 1772" style="list-style-type: none"> <li>▪ Reading journal articles helps students to learn to appreciate, consume, and utilize high quality and cutting-edge research products.</li> <li>▪ In-class exercises and cases will be used to help students learn leadership theories and hone their leadership skills in an experiential manner.</li> <li>▪ Students need to analyse the leadership of a famous business leader in their individual report. It gives them the opportunity to examine leadership in depth, critically and creatively.</li> <li>▪ Students need to work in groups to discuss in class issues pertaining to leadership. And then they are to reflect individually what they have learned from the discussion – different people have different leadership development needs and trajectories, and the group discussion will provide a great context for that discovery.</li> <li>▪ Working in teams in class or for the group project also allows students to take upon leadership roles.</li> <li>▪ Final exam tests students' ability to understand theories and concepts plus using them to analyze issues and solve problems under time pressure.</li> </ul>								<i>Specific assessment methods/tasks</i>	<i>% weighting</i>	<i>Intended subject learning outcomes to be assessed (Please tick as appropriate)</i>						a	b	c	d	e	f	<b>Continuous Assessment*</b>	<b>50%</b>							1. Attendance and In-Class Participation	20%	✓	✓	✓	✓	✓	✓	2. Individual Report	15%	✓	✓	✓	✓	✓	✓	3. Group Project	15%	✓	✓	✓	✓	✓	✓	<b>Examination</b>	<b>50%</b>	✓	✓	✓	✓	✓	✓	Total	100 %						
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<b>Student Study Effort Required</b>	Class contact:	
	▪ Seminars	39 Hrs.
	Other student study effort:	
	▪ Preparation for in-class discussion	39 Hrs.
	▪ Preparation for project/ assignment/ tests	39 Hrs.
	Total student study effort	117 Hrs.
<b>Reading List and References</b>	<p><b><i>Recommended Textbooks and References</i></b></p> <p><b><i>Recommended Textbook</i></b>  Yukl, G. 2013. <i>Leadership in Organizations</i>, Eighth Edition, Pearson, London.</p> <p><b><i>Indicative Journal Readings</i></b>  Academy of Management Journal  Journal of Applied Psychology  Journal of Management  Journal of Organizational Behavior  Leadership Quarterly  Harvard Business Review</p>	

August 2022