

<b>Subject Code</b>	MM5134
<b>Subject Title</b>	Leadership and Organisational Behaviour
<b>Credit Value</b>	3
<b>Level</b>	5
<b>Normal Duration</b>	1-semester
<b>Pre-requisite / Co-requisite/ Exclusion</b>	None
<b>Objectives</b>	This subject contributes to the achievement of the MBA Programme Outcomes by: developing students' understanding of human behaviours in generating creative solutions that address fast-changing business and social environments and the ability to lead and influence others in achieving common goals (Leadership Capabilities - MBA Outcome 2), and honing their ability to communicate reasoned arguments effectively, both in speech and in writing (Effective Communication - MBA Outcome 4).
<b>Intended Learning Outcomes</b>	Upon completion of the subject, students will be able to: <ol style="list-style-type: none"> <li>elaborate the major theories of leadership and organizational behavior</li> <li>build their own self-awareness, develop their personal strengths and interpersonal skills;</li> <li>evaluate effective leadership characteristics and approaches to the development of leadership in global contexts</li> <li>propose recommendations to deal with real-world business scenarios by applying leadership and management development knowledge</li> <li>discuss the notion of change management, and apply the knowledge in leading the changes processes upon different natures of organizational transformation including merge and acquisition, restructure and digital transformation.</li> </ol>
<b>Subject Synopsis/ Indicative Syllabus</b>	<ul style="list-style-type: none"> <li>• General Introduction</li> <li>• Leadership (theories, mindset, behavior, style and communication)</li> <li>• Individual Differences</li> <li>• Motivation and Stress Management</li> <li>• Team Dynamics</li> <li>• Conflict and Negotiation</li> <li>• Organizational Structure and Culture</li> <li>• Organizational change and transformation</li> </ul>
<b>Teaching/Learning Methodology</b>	This subject will be taught in lecturing seminars adopting case-base teaching pedagogy. Both classic and state-of-the-art cases drawn from management cases and academic literatures (cases, research papers, articles, monographs, and key texts) will form the basis of case-based learning class discussion. Active and collaborative involvement in classroom discussions is expected and strongly emphasized.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% Weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a.	b.	c.	d.	e.
	<b>Continuous Assessment*</b>	<b>100%</b>					
	1. Class discussions (case-based collaborative learning)	20%	✓	✓	✓	✓	✓
	2. Project Group Oral Presentation	20%	✓	✓	✓	✓	✓
	3. Project Group Report	20%	✓	✓	✓	✓	✓
	4. Individual paper	40%	✓		✓	✓	✓
	Total	100 %					
<p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in the overall subject grade.</p> <p><b>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</b></p> <p>Outcome 2 is assessed by all four assessments. Specifically, individual assessments on class discussions (#1), group assignments (#2 and #3), and individual leadership and change management report (#4) require students to understand, apply, and reflect the leadership ability and style to work individually and influence group members to perform and achieve common goals together as a team (MBA Outcome 2). Outcome 4 is assessed by all four assessment items. All assessments require students to understand and practice active listening, share ideas, deliver reasonable arguments, and communicate recommendation in speech when they participate in in-class case discussion (#1) and group oral presentation (#2); and in writing in both group report (#3) and individual paper (#4) (MBA Outcome 4).</p> <p><i>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</i></p>							
<b>Student Study Effort Expected</b>	Class contact:						
	▪ Lectures and in-class work		39 Hrs.				
	Other student study effort:						
	▪ Self-study and working on assignments		78 Hrs.				
	Total student study effort		117 Hrs.				
<b>Reading List and References</b>	<u>Recommended Textbook</u>						

	<p>Steven L McShane, &amp; Mary Ann Von Glinow, <i>Organizational Behavior: Emerging Knowledge, Global Reality</i>, 9<sup>th</sup> Ed, International Student Edition (ISE), McGraw-Hill, 2020</p> <p>Stephen P. Robbins, T. Judge, <i>Organization Behavior</i>, 18th Ed, Global Edition, Prentice, Pearson, 2021.</p> <p>Griffin, R.W., Phillips, J.M., Gully, S.M., <i>Organizational Behavior: Managing People and Organizations</i>, 13<sup>th</sup> Ed. Cengage 2019</p> <p>Marco Iansiti, Karim R. Lakhani, <i>Competing in the Age of AT: Strategy and Leadership When Algorithms and Networks Run the World</i>, Harvard Business Review Press, 2020</p> <p><u>Journals</u> (Selected papers are recommended for students' required reading where appropriate)</p> <p>Academy of Management Review  Academy of Management Journal  Academy Science Quarterly  Journal of Applied Psychology  Leadership Quarterly  Journal of Management  Journal of Organizational Behavior</p>
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November 2023