Subject Code	MM5384
Subject Title	Cross-sectoral Leadership for International Business
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	None
Objectives	This course aims to develop students' skills in cross-sectoral leadership. It emphasizes that the solution to many business problems requires cross-sector collaboration with the combined strengths of the business, public, and non-profit sectors, especially in international business management. This course highlights this emphasis on cross-sectoral and collaborative leadership by providing a foundation in the purpose and usefulness of cross-sectoral relationships, and by providing the knowledge and tools necessary for the effective management of such relationships. This subject contributes to achieving the MSc IML Programme Outcome 1 (Demonstrate Ethical Global Citizenship - Exhibit a global outlook that allows them to think, communicate, and act ethically and responsibly in a diverse environment) and Outcome 2a (Solve Business Problems - Understand the principles and practices of management, marketing, analytics, and sustainability, and apply theories to solve business issues in a complex international context).
Intended Learning Outcomes	Upon completion of the subject, students will be able to: a. get an in-depth understanding of cross-sectoral leadership for international business; b. appreciate the nature and theoretical significance of political and social forces in shaping international business management; c. acquire leadership skills based on current theories and practices of cross-sectoral collaboration; d. develop the ability to think analytically, critically and independently in leading cross-sectoral relationships which affect international business management; e. analyse the cross-sectoral challenges faced by international business in different political and social contexts.
Subject Synopsis/ Indicative Syllabus	1. Introduction to leadership in cross-sectoral contexts 2. An overview of the three sectors: business, public, and non-profit 3. Politics, markets, philanthropy, and rationales for cross-sectoral relationships in international business 4. Collaborative governance in theory and practices 5. Regulation, deregulation, and market approaches 6. Managing public-private partnerships 7. Managing contracts and networks 8. Business and philanthropy 9. Negotiation and conflict resolution 10. Applying leadership theory in cross-sector contexts 11. Ethical challenges to leadership in cross-sector contexts 12. Cross-sectoral leadership in the era of globalization

Teaching/Learning Methodology

On the basis of the theoretical knowledge of cross-sectoral governance and leadership, students are required to present their views on the management of the changing social and political environment faced by international business in different countries. Current issues in international and global domains will be used extensively in order to cultivate students' leadership skills and awareness in respect to the changes of cross-sectoral relationships faced by international business. Textbooks, journals papers, and supplementary reading materials will give students the opportunities to develop their own analytical ability and hence a proficient application of theories.

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	
Continuous Assessment*	**50%**						
1. Group case study outline	5%	✓	✓	✓	✓	✓	
2. Group case study presentation	15%	✓	✓	✓	✓	✓	
3. Class participation and attendance	10%		✓		✓		
4. Individual assignment	20%		✓	✓	✓	✓	
Examination	**50%**		✓	✓	✓	✓	
Total	100 %						

**Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.*

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.

To pass this subject, students are required to obtain Grade D or above in the overall subject grade.

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

1. Classroom performance including class attendance and participation in discussions and random quizzes, would be able to assess students' understanding of the course's content.
2. Group presentation enables the students to work as a team to do a more in-depth study of a selected topic on cross-sectorial leadership to assess their knowledge as well as their research, presentation and writing skills.

	3. The short essay in the form of case analysis will be used to assess individual students' critical thinking, analytical ability and writing skills. 4. The 3-hour examination is a good tool to test students' capability to formulate coherent and insightful answers to some questions in those topics they are well prepared. Feedback in written form will be given to students after presentations and all students are invited to join the discussion.	
Student Study Effort Expected	Class contact:	
	▪ Lectures	39 Hrs.
	Other student study effort:	
	▪ Preparation for lectures	39 Hrs.
	▪ Preparation for assignment/group project and presentation/examination	39 Hrs.
	Total student study effort	117 Hrs.
Reading List and References	Textbook: Edmondson, A. C., & Harvey, J. F. (2017). *Extreme teaming: Lessons in complex, cross-sector leadership.* Emerald Publishing Limited. Journal articles: Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of public administration research and theory*, *18*(4), 543-571. Becker, J., & Smith, D. B. (2018). The need for cross-sector collaboration. *Stanford Social Innovation Review*, *16*(1), C2-C3. Crosby, B. C., & Bryson, J. M. (2005). A leadership framework for cross-sector collaboration. *Public management review*, *7*(2), 177-201. Crosby, B. C., & Bryson, J. M. (2010). Integrative leadership and the creation and maintenance of cross-sector collaborations. *The leadership quarterly*, *21*(2), 211-230. Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. *Journal of public administration research and theory*, *22*(1), 1-29. Kramer, M. W., & Crespy, D. A. (2011). Communicating collaborative leadership. *The Leadership Quarterly*, *22*(5), 1024-1037. Vangen, S., Hayes, J. P., & Cornforth, C. (2015). Governing cross-sector, inter-organizational collaborations. *Public Management Review*, *17*(9), 1237-1260. General References: ▪ Stanford Social Innovation Review ▪ Harvard Business Review ▪ Wall Street Journal (Daily newspaper). ▪ The Economist (Weekly magazine). ▪ The Financial Times (Daily newspaper).	