

**City University of Hong Kong
Course Syllabus**

**offered by College of Business
with effect from Semester A 2017/18**

Part I Course Overview

Course Title: Current Challenges in Leadership

Course Code: FB6838

Course Duration: 1 semester

Credit Units: 2

Level: P6

Medium of Instruction: The normal medium of instruction is English. However, staff members may use Chinese and Chinese materials to explain or clarify some topics due to the subject area covered by the course.

Medium of Assessment: English.

Prerequisites:
(Course Code and Title) Nil

Precursors:
(Course Code and Title) Nil

Equivalent Courses:
(Course Code and Title) FB6838P Current Challenges in Leadership

Exclusive Courses:
(Course Code and Title) Nil

Part II Course Details

1. Abstract

This course aims at helping participants understand the tension between meeting today's performance demands in an increasingly service-based economy and preparing themselves and their organizations for future changes. It offers participants a systematic way of engaging effective leadership in a congruent way on all levels to lead organizational changes and renewal.

2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Explain the big picture of leading the organizational change and individuals' perceptions of what leadership is and their experiences of leadership.	10%	✓	✓	
2.	Critically assess leadership challenges and leadership attributes needed in current situations.	20%	✓		✓
3.	Explain leadership as a service and life as a leadership-led entrepreneurial journey and recognize personal development needs as a leader.	20%	✓	✓	
4.	Identify the "Three Realms" of leadership - the self, the group, and the environment (cultural, global) and explain their importance in developing leadership potential and capacity.	20%		✓	✓
5.	Explain the nature of innovation and change in organizations. Discover how and why leadership strategies influence an organization.	10%	✓	✓	
6.	Employ formal and informal power to enhance leadership capacity needed to facilitate organization change and manage crises.	20%	✓	✓	
		100%			

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3	4	5	6	
Short lectures		✓	✓	✓	✓	✓	✓	
Case presentation and discussion		✓	✓					
Group project presentation			✓	✓		✓	✓	
Experiential Exercises		✓	✓		✓	✓		

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting	Remarks
	1	2	3	4	5	6		
Continuous Assessment: <u>100%</u>								
Participation	✓	✓	✓	✓	✓	✓	10%	
Group Project Presentation	✓	✓	✓	✓	✓	✓	40%	
One written Individual Case Assignment			✓	✓	✓	✓	50%	
Examination: _____% (duration: _____, if applicable)							100%	

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
Participation		Strong evidence of analyzing leadership concepts and applying the concepts to energy and environmental issues. Able to suggest new ways of resolving the issues at stake, provide a substantial analysis of the new ways, and provide new solutions to the issues.	Evidence of analyzing leadership concepts and applying the concepts to energy and environmental issues. Able to suggest new ways of resolving the issues at stake and provide a preliminary analysis of the new ways.	Some evidence of analyzing leadership concepts and applying the concepts to energy and environmental issues. Able to suggest new ways of resolving the issues at stake.	Sufficient familiarity with the subject	Little evidence of familiarity with the subject
Group Project Presentation						
One written Individual Case Assignment						

Part III Other Information (more details can be provided separately in the teaching plan)

1. Keyword Syllabus

(An indication of the key topics of the course.)

Approaches to Leadership; Leadership effectiveness; Know yourself and others; Power & Influence; Innovations and Change Process; Organizational Diagnosis; Congruence among Human Resources, Formal Structure, Organization Culture, and Leadership.

2. Reading List

2.1 Compulsory Readings

(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	Peter G. Northside, Leadership: Theory and Practice, Current edition, SAGE Publications
----	-----------------------------------------------------------------------------------------

2.2 Additional Readings

(Additional references for students to learn to expand their knowledge about the subject.)