

CLA5001: CROSS SECTORAL LEADERSHIP

Effective Term

Semester A 2026/27

Part I Course Overview

Course Title

Cross Sectoral Leadership

Subject Code

CLA - College of Liberal Arts and Social Sciences

Course Number

5001

Academic Unit

College of Liberal Arts and Social Sciences (CH)

College/School

College of Liberal Arts and Social Sciences (CH)

Course Duration

One Semester

Credit Units

3

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

Chinese

Medium of Assessment

Chinese

Prerequisites

Nil

Precursors

Nil

Equivalent Courses

Nil

Exclusive Courses

Nil

Part II Course Details

Abstract

Cross-Sectoral Leadership" complements the foundational course of the Master of Social Sciences in Cross-Sectoral Leadership by developing advanced knowledge and practical competencies required to address complex challenges

across sectors. The course examines theoretical frameworks, leadership models, and governance mechanisms that underpin effective collaboration among government, business, and non-profit organizations. Emphasis is placed on innovative problem-solving, critical analysis of real-world cases, and the application of leadership strategies in dynamic and interconnected environments. Students will engage with case studies, scenario-based exercises, and contemporary examples to evaluate successful cross-sector initiatives and derive transferable lessons for practice. The course also explores diverse leadership approaches, including service, transformational, and virtuous leadership, highlighting their relevance in multi-sector contexts and their role in driving sustainable and ethical change.

Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Develop a deep understanding of cross-sectoral leadership principles and strategies.	20	x		
2	Enhance problem-solving skills through the analysis of complex, multi-sector challenges.	20	x	x	
3	Apply innovative approaches to address cross-sectoral issues and drive positive change.	20	x	x	
4	Evaluate and learn from successful examples of cross-sectoral leadership in practice.	20	x	x	x
5	Cultivate the ability to lead diverse teams and navigate complexities in cross-sectoral environments.	20	x	x	

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 real-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.

Learning and Teaching Activities (LTAs)

LTAs		Brief Description	CILO No.	Hours/week (if applicable)
1	Lectures	Students will engage in formal lectures that explain fundamentals of cross-sectoral leadership models, principles and strategies.	1, 2, 3, 4, 5	3-hour seminar per week

2	Team Project (including Scenario-Based Exercise)	Collaborate on a structured team project incorporating scenario-based exercises to apply cross-sectoral leadership principles and strengthen decision-making and problem-solving skills in real-world and case-based contexts.	2, 4, 5	
3	Guest Speaker Sessions	Hear from experienced leaders who have successfully navigated cross-sectoral challenges.	1, 2, 3, 4, 5	
4	Case Studies	Analyze and discuss case studies showcasing effective cross-sectoral leadership strategies.	2, 4, 5	

Additional Information for LTAs

Course Aims:

This course aims to equip students with advanced theoretical knowledge and practical competencies in cross-sectoral leadership, enabling them to critically analyze complex cross-sector challenges, evaluate real-world cases, apply appropriate leadership frameworks, and lead ethical, innovative, and sustainable collaboration across government, business, and non-profit sectors.

Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks ("- " for nil entry)	Allow Use of GenAI?
1	Critical Analysis Paper on Cross-Sectoral Leadership Models	1, 2, 3, 4, 5	30	-	Yes
2	Group Team Project (including Scenario-Based Exercise) on Cross-Sectoral Problem-Solving	1, 2, 3, 4, 5	35	-	Yes
3	Case Study Presentation on Effective Cross-Sectoral Leadership	1, 2, 3, 4, 5	35	-	Yes

Continuous Assessment (%)

100

Additional Information for ATs

We will follow the updated guideline for the Use of Generative Artificial Intelligence Tools in Learning and Teaching (For Staff/ Student). According to the part IV of the Guidelines, the use of GenAI tools is **generally permitted in formative assessment tasks** unless otherwise specified by the Course Leaders. The use of GenAI tools is generally NOT permitted for **summative assessment tasks** such as examinations for fairness and academic integrity purposes.

Assessment Rubrics (AR)

Assessment Task

1. Critical Analysis Paper on Cross-Sectoral Leadership Models

Criterion

Depth of understanding and critical evaluation of cross-sectoral leadership models, effective application of theory to real-world contexts, and clarity, coherence, and originality of analysis.

Excellent (A+, A, A-)

Outstanding

Accurate, comprehensive understanding; strong critical evaluation; insightful application; clear and well-structured argument.

Good (B+, B, B-)

High

Clear understanding; relevant critique; appropriate application; coherent structure.

Fair (C+, C, C-)

Moderate

Basic understanding; limited critique; general application; adequate structure.

Marginal (D)

Basic

Weak understanding; minimal analysis; superficial application; unclear argument.

Failure (F)

Not reaching marginal level

Inadequate or incorrect understanding; no meaningful analysis or application.

Assessment Task

2. Group Team Project (including Scenario-Based Exercise) on Cross-Sectoral Problem-Solving

Criterion

Demonstration of effective collaboration, leadership, decision-making, problem-solving, adaptability, and creativity in the completion of the team-based cross-sectoral project and scenario-based activities.

Excellent (A+, A, A-)

Outstanding

Strong collaboration and leadership; well-justified decisions; innovative and coherent solutions.

Good (B+, B, B-)

High

Effective teamwork; logical decisions; appropriate solutions.

Fair (C+, C, C-)

Moderate

Adequate teamwork; basic decisions; conventional solutions.

Marginal (D)

Basic

Weak collaboration; unclear decisions; superficial solutions.

Failure (F)

Not reaching marginal level

Ineffective teamwork; poor or missing problem-solving.

Assessment Task

3. Case Study Presentation on Effective Cross-Sectoral Leadership

Criterion

Depth of analysis of leadership strategies, clarity in explaining impacts and outcomes, identification of key lessons for future practice, and effectiveness of presentation and communication.

Excellent (A+, A, A-)

Outstanding

Insightful analysis; clear impacts and lessons; well-organized and professional delivery.

Good (B+, B, B-)

High

Clear analysis; relevant lessons; organized presentation.

Fair (C+, C, C-)

Moderate

Basic analysis; limited lessons; adequate presentation.

Marginal (D)

Basic

Superficial analysis; unclear lessons; weak delivery.

Failure (F)

Not reaching marginal level

Inadequate analysis; ineffective presentation.

Part III Other Information

Keyword Syllabus

Cross-Sectoral Leadership; Intersectoral Collaboration; Public–Private Partnerships (PPP); Governance and Accountability; Stakeholder Engagement; Network Management; Policy Development and Advocacy; Ethical and Responsible Leadership;

Service and Transformational Leadership; Innovation and Systems Thinking; Conflict Resolution and Negotiation; Strategic Communication; Change Management; Sustainable Development; Case-Based Analysis.

Reading List

Compulsory Readings

Title	
1	Porter, M. E., & Kramer, M. R. (2011). Creating shared value. <i>Harvard Business Review</i> , 89(1–2), 62–77.
2	Santos, F. M., Pache, A.-C., & Birkholz, C. (2022). Making hybrids work: Aligning mission, governance, and strategy in social enterprises. <i>Strategic Management Journal</i> .
3	Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. <i>Journal of Public Administration Research and Theory</i> , 22(1), 1–29.

Additional Readings

Title	
1	Bryson, J. M., Crosby, B. C., & Bloomberg, L. (2021). Public value governance: Moving beyond traditional public administration and the new public management. <i>Public Administration Review</i> , 81(5), 909–920.
2	Rawhouser, H., Cummings, M., & Crane, A. (2020). Benefit corporation legislation and social enterprise governance. <i>Academy of Management Perspectives</i> , 34(3), 351–373.
3	Bason, C., & Austin, R. D. (2022). Design in the public sector: Toward a human-centered governance paradigm. <i>Public Management Review</i> , 24(5), 673–691.
4	Crosby, B. C., & Bryson, J. M. (2010). <i>Leadership for the common good: Tackling public problems in a shared-power world</i> (2nd ed.). Jossey-Bass.
5	Heifetz, R., Grashow, A., & Linsky, M. (2009). <i>The practice of adaptive leadership</i> . Harvard Business Press.
6	Battilana, J., & Dorado, S. (2010). Building sustainable hybrid organizations: The case of commercial microfinance organizations. <i>Academy of Management Journal</i> , 53(6), 1419–1440.