THE UNIVERSITY OF HONG KONG
Faculty of Business and Economics

MGMT3403 Leadership
2016-2017 Second Semester

I. Information on Instructor

Position	Name	Email	Phone	Office
Instructor	Dr. So-Hyeon SHIM	sshim19@hku.hk	3917-1613 (Office Hour: By appointment)	KKL 701

II. Class Meeting Time:
The class meets three hours weekly from January 16th to April 29th 2017 excluding the reading week (March 6th – 11th) and university holidays. The class meeting time is listed below:

Section	Date and Time		Classroom
MGMT3403A	TH	13:30 – 16:20	TBD
MGMT3403B	FR	09:30 – 12:20	TBD

III. Course Description and Objectives:

Each of us is a leader, be it of a business, community, family, or some other group. And each of us aims to be a great leader. To achieve this, we need to understand (at least) two things: (1) our own perceptual and behavioral patterns and (2) other people's perceptual and behavioral patterns and how we affect their behaviors.

The main goal of this course is to understand these two things. First, we will form a better appreciation of ourselves and our leadership skills. We will then learn how to hone these skills and adjust to others' needs and behavioral tendencies to lead them more effectively.

Based on these two themes, this course consists of two parts. In the first half of quarter, you will learn about YOU. For example, each of you will individually diagnose your leadership character and behavioral tendencies in detail using a well-established personal assessment test. Afterward, you will learn how to develop interpersonal skills that build off of your individual characteristics so that each of you can interact with others more effectively. In the second half of the quarter, you will learn about OTHER PEOPLE, in particular those you lead. For instance, you will understand under what circumstances your team members can be motivated/demotivated and how/why your team members form status hierarchies within a team, using theories, data, and group exercises. Based on these, you will learn strategies about how to motivate others and how to establish better status hierarchies in work groups.

The scope of this course widens as the quarter progresses. We start with focusing on how to understand yourself and how to develop your leadership skills such as decision-making and negotiation. Then, we focus on how to understand your team members' behaviors such as how they establish hierarchies, cultures, coalitions, and networks. Ultimately, we address to how to lead your team members effectively.

IV. Course Learning Outcomes (CLOs):
By the end of the course, students should be able to:

CLO1. Demonstrate critical thinking when presented with managerial problems and express their views and opinions on managerial issues in an articulate way.
CLO2. Understand the major internal features of a business system and the environment in which it operates.
CLO3. Identify and explain the importance of the management process and identify some of the key skills required for the contemporary management practice.
CLO4. Conduct topic and case analysis to apply theoretical concepts.
CLO5. Prepare and present structured presentations and reports.

V. Alignment of Program and Course Outcomes:

Program Learning Outcomes	Course Learning Outcomes
1. Acquisition and internalization of knowledge and skills in key functional areas	CLO1, CLO2, CLO3
2. Application and integration of business knowledge	CLO2, CLO3, CLO4
3. Inculcating professionalism and leadership	CLO1, CLO4
4. Developing global outlook	CLO2
5. Mastering communication skills	CLO4, CLO5

VI. Teaching and Learning Activities:

Course Teaching and Learning Activities	Expected Hours	Study Load (% of Study)
Lectures Interactive lectures on major concepts and issues with PowerPoint slides are conducted.	30	25
In-class discussion Students are invited to participate in class activities and share their views and thoughts.	10	8
Videos Students are invited to discuss specific sets of questions based on the videos shown in class.	10	8
Group Case Analysis Students are divided into groups and are required to meet outside the class, discuss and analyze assigned cases/readings, undertake research projects, conduct oral presentations, and submit written reports.	20	17
Group Presentations Students are divided into groups and are required to conduct a management project. Each group prepares and delivers a 30-minute oral presentation.	50	42
Total	120	100%

VII. Assessment:

1.	Individual Attendance and Participation	20%
2.	Group Case Analysis	20%
3.	Group Presentation	20%
4.	Final Exam	40%
	Total	100%

Peer Evaluation for Group Work
In normal cases, each individual group member receives the same total score for his/her group work. However, in some cases, individual group members' scores will be adjusted depending on their efforts and contribution to the group work. At the end of the semester, students will be given an opportunity to submit peer-evaluation forms.

VIII. Standards for Assessment:

1. Individual Attendance and Participation (20%)
Attendance will be taken for the lectures and presentations. Discussion and sharing in class will also be considered in assigning points for attendance and individual participation.

Grading Criteria

CLO	CLO 1, CLO 4
A+, A, A-	Extremely well prepared for class discussion, active in sharing views, and attend at least 90% of classes
B+, B, B-	Partially prepared for class discussion, quite active in sharing views, and attend at least 80% of classes
C+, C, C-	Not well prepared for class discussion, only occasionally sharing views, and attend at least 70% of classes
D+, D	Not well prepared for class discussion, no sharing of views, and attend at least 60% of classes
F	Never prepared for class discussion, no sharing of views, and attend less than 50% of classes

2. Group Case Analysis (20%)
Each group will be required to submit a written analysis of the assigned case. This case study is designed to assess students' (a) analytical skill to identify critical issues and problems, (b) application of relevant management concepts and theories to analyze the situations and formulate creative and feasible solutions relevant to contexts, and (c) the effectiveness of written communication and working in a team.
The following grading criteria are applied:

Grading Criteria

CLO	CLO 1, CLO 2, CLO 4
A+, A, A-	All key management problems are identified, insightful and detailed analyses, sufficient support with relevant data/facts, effective application of management concepts and theories, well thought-out and feasible recommendations, and excellent writing.
B+, B, B-	Most of the key management problems are identified, generally insightful and detailed analyses, appropriate use of relevant data/facts, acceptable application of management concepts and theories, generally logical and feasible recommendations, and decent writing.
C+, C, C-	A few key management problems are identified, somewhat insightful and detailed analyses, insufficient use of relevant data/facts, limited application of management concepts and theories, mediocre and infeasible recommendations, and marginally acceptable writing.
D+, D	Less important management problems are identified, analyses lacking a clear focus and consistency, limited use of relevant data/facts, little application of management concepts and theories, recommendations not well-thought out and not practical, and poor writing.
F	Key management problems are entirely overlooked, poor analyses with no consistency in logics, absence of relevant data/facts, no application of management concepts and theories, poor recommendations, and unacceptable writing.

3. Group Presentation (20%)
Students are divided into groups and are required to conduct management-related projects. Each group prepares and makes a 15-minute presentation. The group presentation will be evaluated based on five criteria (i.e., presentation style, content coverage, articulation on critical issues, use of concepts discussed in class, quality of interaction). In determining the grade, input from the audiences' evaluations and their questions will be considered.

Grading Criteria

CLO	CLO 1, CLO 2, CLO 4
A+, A, A-	Professional presentation style, comprehensive content coverage, well-articulated on critical issues, effective use of management concepts, and quality interaction with audience.
B+, B, B-	Decent presentation style, appropriate content coverage, clear discussion of critical issues, moderately effective use of management concepts, and acceptable interaction with audience.
C+, C, C-	Mediocre presentation style, limited content coverage, marginally acceptable discussion of critical issues, infrequent use of management concepts, and limited interaction with audience.
D+, D	Weak presentation style, key content omitted, unclear focus on critical issues, very limited use of management concepts, and poor interaction with audience.
F	Unacceptable presentation style, questionable content coverage, omitting critical issues, zero use of management concepts, and no interaction with audience.

4.Final Exam (40%)
The final exam will be cumulative and closed-book. The test will be used to assess students' (a) understanding of key management principles, and (b) application of the learned knowledge and theories. The final examination consists of multiple choice questions only. Students should choose one best answer for each question and mark the chosen answer clearly on the answer sheet provided. Each correct answer will be awarded one point. Each incorrect or missing answer will have zero point.

Grading Criteria

CLO	CLO 2, CLO 3
A+, A, A-	90-100% of the responses are accurately and clearly marked.
B+, B, B-	80-89% of the responses are accurately and clearly marked.
C+, C, C-	70-79% of the responses are accurately and clearly marked.
D+, D	60-69% of the responses are accurately and clearly marked.
F	Less than 60% of the responses are accurately and clearly marked.

Course Final Grade
An individual student's final grade for the course will be assigned according to the accumulative score that s/he has obtained from all of the assessment criteria above. That is,

Course Final Grade = Participation (20%) + Group Case Analysis (20%) +
Group Presentation (20%) + Final Exam (40%)

IX. Academic Conduct
The University Regulations on academic dishonesty will be strictly enforced! Academic dishonesty includes, but is not necessarily limited to, plagiarism, paraphrasing of someone else's ideas, unauthorized collaboration on out-of-class projects, cheating on in-class exams, and unauthorized advance access to an exam.

Please check the University Statement on plagiarism on the web: **http://www.hku.hk/plagiarism/**.
Please also be familiar with the HKU regulations and policies on attendance, absence, examination, and copyright (e.g., HKU Undergraduate Student Handbook).

X. Tentative Course Schedule

Session	Topics
Week 1	Introduction
Week 2	The Dynamics of Competitive Decision Making
Week 3	Tactics of Influence
Week 4	Creating and Leading High-Impact Teams
Week 5	Strategic Negotiation and Conflict Resolution
Week 6	Understanding and Influencing Change
Week 7	No Class - Reading Week
Week 8	Motivation and Culture in Organizations
Week 9	Strategic Social Networks, Power and Coalitions
Week 10	Managing Status Hierarchies and Diversity
Week 11	Bringing it all Together: How to Become a Better Leader
Week 12	Presentations

Note: The above schedule is subject to change with prior notice.