

**City University of Hong Kong
Course Syllabus**

**offered by Department of Management
with effect from Semester B in 2023/2024**

Part I Course Overview

Course Title:	Leadership: Managing in Adverse Situations
Course Code:	MGT6202
Course Duration:	One semester
Credit Units:	3
Level:	P6
Medium of Instruction:	English
Medium of Assessment:	English
Prerequisites: (Course Code and Title)	Nil
Precursors: (Course Code and Title)	Nil
Equivalent Courses: (Course Code and Title)	Nil
Exclusive Courses: (Course Code and Title)	Nil

Part II Course Details

1. Abstract

This course aims at providing frameworks, concepts and tools for assessing competencies and skills required for leaders who manage adverse situations and to develop a plan for how to improve the knowledge, skills, and competencies needed to manage adverse situations.

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.	Use experiential and action learning principles and knowledge acquired in lectures and classroom discussions for developing competencies required of leaders managing adverse situations.		✓		
2.	Review, plan and implement strategies for developing such competencies.		✓	✓	
3.	Provide evidence of improved effectiveness in selected leadership skills.			✓	✓

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.)

Teaching and learning will be in the form of seminars, with ideas, concepts and frameworks introduced by the faculty member in order to stimulate discussion, and with plenty of individual work and group activity. Some class time will be given for students to prepare their group workshop presentations and their leadership development journal projects. For these activities, the faculty member will act as a consultant for the projects.

TLA	Brief Description	CILO No.			Hours/week (if applicable)
		1	2	3	
Lecture	The lectures involve conceptual inputs on leadership in adversity; and Q & A.	X	X	X	
Individual Project	The individual project will include the analysis of leadership skills and their planned development through practice.	X	X	X	

Team presentation	The presentation will focus on analyzing and understanding why a leader succeeds or fails when managing an adverse situation.	X	X	X	
-------------------	---	---	---	---	--

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		
Continuous Assessment: <u>70%</u>					
Class Participation	X	X	X	20%	
Mid-term Test	X	X	X	20%	
Group Project	X	X	X	30%	
Examination: <u>30%</u> (duration: 2 hours for final examination)					
Examination	X	X	X	30%	
				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,)	Marginal (B-, C+, C)	Failure (F)
1. Class Participation	1.1 Active participation and reflection in class activities and discussion.	Outstanding	High	Moderate	Not reaching marginal levels
2. Mid-term Test (Case Based Papers)	2.1 Ability to clearly identify the problem through critical analysis. 2.2 Ability to apply and integrate concepts/theories into practice. 2.3 Solutions/Recommendations are very well justified.	Outstanding	High	Moderate	Not reaching marginal levels
3. Group Project	3.1 Ability to collect and use relevant secondary data to provide project background, problem identification and conduct critical analysis 3.2 Ability to justify recommendations based on discovery and practice. 3.3 Ability to use unusual references to bolster an original argument.	Outstanding	High	Moderate	Not reaching marginal levels
4. Essay Type Examination Questions (Final Exam)	4.1 Demonstrating evidence of original thinking; good organization, capacity to analyze and synthesize; superior grasp of subject matter; evidence of extensive knowledge base. 4.2 Ability to clearly identify the problem through critical analysis. 4.3 Ability to apply and integrate concepts/theories into practice. 4.4 Solutions/Recommendations are very well justified.	Outstanding	High	Moderate	Not reaching marginal levels

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.)

Leadership across Cultures. Leadership traits and behaviors. Adversity Management. Diagnostic instruments. Self-Assessment. Strategies for leadership development. Strategies for managing adversity. Opportunities for leadership development.

2. Reading List

2.1 Compulsory Readings

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

1.	Daft, Richard L.. The Leadership Experience (latest edition). Centage Learning
2.	Waldman, D.A. & O'Reilly, C. O.. Leadership for organizations. Sage. (latest edition)
3.	Whetten, D. A. & Cameron, K. S.. Developing Management Skills (latest edition). Pearson

2.2 Additional Readings

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

Additional Readings specified by the instructor may be added.