

# FB6838P: CURRENT CHALLENGES IN LEADERSHIP

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## Effective Term

Semester B 2024/25

## Part I Course Overview

### Course Title

Current Challenges in Leadership

### Subject Code

FB - College of Business (FB)

### Course Number

6838P

### Academic Unit

College of Business (CB)

### College/School

College of Business (CB)

### Course Duration

Non-standard Duration

### Other Course Duration

Intensive mode: 4 days

### Credit Units

2

### Level

P5, P6 - Postgraduate Degree

### Medium of Instruction

Chinese (Putonghua)

### Medium of Assessment

Chinese

### Prerequisites

Nil

### Precursors

Nil

### Equivalent Courses

FB6838 Current Challenges in Leadership

### Exclusive Courses

Nil

## Part II Course Details

### 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.

### Course Intended Learning Outcomes (CILOs)

	CILOs	Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Explain the big picture of leading the organizational change and individuals' perceptions of what leadership is and their experiences of leadership.	10	x	x	
2	Critically assess leadership challenges and leadership attributes needed in current situations.	20	x		x
3	Explain leadership as a service and life as a leadership-led entrepreneurial journey and recognize personal development needs as a leader.	20	x	x	
4	Identify the "Three Realms" of service leadership-the self, the group, and the environment (cultural, global) and explain their importance in developing leadership potential and capacity.	20		x	x
5	Explain the nature of innovation and change in organizations. Discover how and why leadership strategies influence an organization.	10	x	x	
6	Employ formal and informal power to enhance leadership capacity needed to facilitate organization change and manage crises.	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	LTA1	Short Peer Lectures	1, 2, 3, 4, 5, 6	
2	LTA2	Case presentation and discussion	1, 2	
3	LTA3	Group project discussion and presentation	2, 3, 5, 6	
4	LTA4	Role Play	1, 2, 4, 5	

**Assessment Tasks / Activities (ATs)**

	ATs	CILO No.	Weighting (%)	Remarks (e.g. Parameter for GenAI use)
1	Short Peer Lectures	1, 2, 3, 4, 5, 6	20	
2	Case presentation and discussion	1, 2	30	
3	Group project discussion and presentation	2, 3, 5, 6	40	
4	Role Play	1, 2, 4, 6	10	

**Continuous Assessment (%)**

100

**Assessment Rubrics (AR)****Assessment Task**

Short Peer Lectures (for students admitted before Semester A 2022/23 and in Semester A 2024/25 &amp; thereafter)

**Excellent**

(A+, A, A-) Strong evidence of analysing leadership concepts and applying the concepts to organizational changes. 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.

**Good**

(B+, B, B-) Evidence of analysing leadership challenges and leadership attributes as well as applying the concepts to institutional and general environmental issues. Able to suggest new ways of resolving the issues at stake and provide a preliminary analysis of the new ways.

**Fair**

(C+, C, C-) Some evidence of analysing leadership concepts and applying the concepts to organizational changes issues. Able to suggest new ways of resolving the issues at stake.

**Marginal**

(D) Sufficient familiarity with the subject

**Failure**

(F) Little evidence of familiarity with the subject

**Assessment Task**

Case presentation and discussion (for students admitted before Semester A 2022/23 and in Semester A 2024/25 &amp; thereafter)

**Excellent**

(A+, A, A-) Strong evidence of analysing leadership concepts and applying the concepts to organizational changes. 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.

**Good**

(B+, B, B-) Evidence of analysing leadership challenges and leadership attributes as well as applying the concepts to institutional and general environmental issues. Able to suggest new ways of resolving the issues at stake and provide a preliminary analysis of the new ways.

**Fair**

(C+, C, C-) Some evidence of analysing leadership concepts and applying the concepts to organizational changes issues. Able to suggest new ways of resolving the issues at stake.

**Marginal**

(D) Sufficient familiarity with the subject

**Failure**

(F) Little evidence of familiarity with the subject

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**Assessment Task**

Group project discussion and presentation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Excellent**

(A+, A, A-) Strong evidence of analysing leadership concepts and applying the concepts to organizational changes. 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.

**Good**

(B+, B, B-) Evidence of analysing leadership challenges and leadership attributes as well as applying the concepts to institutional and general environmental issues. Able to suggest new ways of resolving the issues at stake and provide a preliminary analysis of the new ways.

**Fair**

(C+, C, C-) Some evidence of analysing leadership concepts and applying the concepts to organizational changes issues. Able to suggest new ways of resolving the issues at stake.

**Marginal**

(D) Sufficient familiarity with the subject

**Failure**

(F) Little evidence of familiarity with the subject

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**Assessment Task**

Role Play (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Excellent**

(A+, A, A-) Strong evidence of analysing leadership concepts and applying the concepts to organizational changes. 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.

**Good**

(B+, B, B-) Evidence of analysing leadership challenges and leadership attributes as well as applying the concepts to institutional and general environmental issues. Able to suggest new ways of resolving the issues at stake and provide a preliminary analysis of the new ways.

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(C+, C, C-) Some evidence of analysing leadership concepts and applying the concepts to organizational changes issues. Able to suggest new ways of resolving the issues at stake.

**Marginal**

(D) Sufficient familiarity with the subject

**Failure**

(F) Little evidence of familiarity with the subject

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**Assessment Task**

Short Peer Lectures (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Excellent**

(A+, A, A-) Strong evidence of analysing leadership concepts and applying the concepts to organizational changes. 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.

**Good**

(B+, B) Evidence of analysing leadership challenges and leadership attributes as well as applying the concepts to institutional and general environmental issues. Able to suggest new ways of resolving the issues at stake and provide a preliminary analysis of the new ways.

**Marginal**

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**Assessment Task**

Case presentation and discussion (for students admitted from Semester A 2022/23 to Summer Term 2024)

**Excellent**

(A+, A, A-) Strong evidence of analysing leadership concepts and applying the concepts to organizational changes. 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.

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(B+, B) Evidence of analysing leadership challenges and leadership attributes as well as applying the concepts to institutional and general environmental issues. Able to suggest new ways of resolving the issues at stake and provide a preliminary analysis of the new ways.

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### **Assessment Task**

Group project discussion and presentation (for students admitted from Semester A 2022/23 to Summer Term 2024)

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(A+, A, A-) Strong evidence of analysing leadership concepts and applying the concepts to organizational changes. 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.

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### **Assessment Task**

Role Play (for students admitted from Semester A 2022/23 to Summer Term 2024)

#### **Excellent**

(A+, A, A-) Strong evidence of analysing leadership concepts and applying the concepts to organizational changes. 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.

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#### **Marginal**

(B-, C+, C) Sufficient familiarity with the subject

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(F) Little evidence of familiarity with the subject

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## **Part III Other Information**

### **Keyword Syllabus**

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.

### **Reading List**

### **Compulsory Readings**

Title	
1	组织领导学 (第七版) (美) 加里尤克尔著丰峻译中国人民大学出版社 心理学 (美国) David G. Myers 著人民邮电出版社 ISBN 7-115-14389-7 发展心理学(美国)罗伯特 费尔德曼 世界图书出版公司ISBN 978-7-5062-8657-2/R.152 人格心理学(美) Jerry M. Burger 著 轻工业出版社 ISBN 978-7-5019-7342-2 领导学(美国)Richard L. Hughes等著清华大学出版社 ISBN 7-302-08324-X Heifetz, Ronald A. and Marty Linsky , "A Survival Guide for Leaders", HBR OnPoint Product no. 1180, Harvard Business School Publishing Corp, 2002. Heifetz, Ronald, Alexander Grashow and Marty Linsky, "Leadership in a (Permanent) Crisis", Harvard Business Review, Reprint No. R0907F, July 1 2009. Koehn, Nancy F., "Howard Schultz and Starbucks Coffee Company", Harvard Business School Case, 801-361, September 30, 2005.
2	心理学 (美国) David G. Myers 著人民邮电出版社 ISBN 7-115-14389-7
3	发展心理学(美国)罗伯特 费尔德曼 世界图书出版公司ISBN 978-7-5062-8657-2/R.152
4	人格心理学(美) Jerry M. Burger 著 轻工业出版社 ISBN 978-7-5019-7342-2
5	领导学(美国)Richard L. Hughes等著清华大学出版社 ISBN 7-302-08324-X
6	Heifetz, Ronald A. and Marty Linsky , "A Survival Guide for Leaders", HBR OnPoint, Product no. 1180, Harvard Business School Publishing Corp, 2002.
7	Heifetz, Ronald, Alexander Grashow and Marty Linsky, "Leadership in a (Permanent) Crisis", Harvard Business Review, Reprint No. R0907F, July 1 2009.
8	Koehn, Nancy F., "Howard Schultz and Starbucks Coffee Company", Harvard Business School Case, 801-361, September 30, 2005.

#### Additional Readings

Title	
1	Kotter, John P., "Leading Change: Why Transformation Efforts Fail", Harvard Business Review Reprint No. 95204, February 2000.
2	Morison, Elting E., "Gunfire at Sea: A Case Study of Innovation" in Men, Machines, and Modern Times, by Elting E. Morison, Cambridge: MIT Press, 1995.
3	Pfeffer, Jeffrey and Robert Sutton, "When Talk Substitute for Action, Understanding the Knowing-doing Gap", Harvard Business School Press, 2007, Product no: 2395BC.
4	Pfeffer, Jeffrey, "Power Play", Harvard Business School Press, 2010, Reprint R1007G.
5	Textbooks
6	Michael L. Tushman and Charles A. O'Reilly III, Winning through Innovation, Boston: Harvard Business School Press, 1997
7	Supplementary readings
8	Christensen, Clayton M., The Innovator's Dilemma, Harper Business Publishing, 2000.
9	Pfeffer, Jeffrey, "A Note on Social Network and Network Structure", Harvard Business School Press, 2008, Product no, , OB-66.
10	Pfeffer, Jeffrey, "A Note on Power and Social Interaction", Harvard Business Press, 2008, Product no. OB-41, 2008.
11	Pfeffer, Jeffrey, "The Price of Power" in Power: why some people have it and others don't Chapter 10, NY: Harper Collins Publishers, 2010, pp. 183-197.
12	Machiavelli, Niccolo, The Prince, 1513.
13	Online Resources
14	Barsh, Joanna, Josephine Mogelof, and Caroline Webb, "The Value of Centered Leadership: McKinsey Global Survey results", The McKinsey Quarterly, October 2010. <a href="https://www.mckinseyquarterly.com/Organization/Talent/The_value_of_centered_leadership_McKinsey_Global_Survey_results_2679">https://www.mckinseyquarterly.com/Organization/Talent/The_value_of_centered_leadership_McKinsey_Global_Survey_results_2679</a>
15	Slap, Stan, "Revealing Your Moment of Truth", The McKinsey Quarterly, October 2010. <a href="https://www.mckinseyquarterly.com/Organization/Revealing_your_moment_of_truth_2680">https://www.mckinseyquarterly.com/Organization/Revealing_your_moment_of_truth_2680</a>

16	Barsh, Joanna and Aaron De Smet,, "Centered Leadership through the crisis: McKinsey Survey Results, The McKinsey Quarterly, October 2009, pp.1-3. <a href="https://www.mckinseyquarterly.com/Centered_leadership_through_the_crisis_McKinsey_Survey_results_2453">https://www.mckinseyquarterly.com/Centered_leadership_through_the_crisis_McKinsey_Survey_results_2453</a>
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