

Annexe A: New/Revised Course Content in OBTL+ Format

Course Overview

The sections shown on this interface are based on the templates [UG OBTL+](#) or [PG OBTL+](#)

If you are revising/duplicating an existing course and do not see the pre-filled contents you expect in the subsequent sections e.g. Course Aims, Intended Learning Outcomes etc. please refer to [Data Transformation Status](#) for more information.

Expected Implementation in Academic Year	
Semester/Trimester/Others (specify approx. Start/End date)	
Course Author * Faculty proposing/revising the course	Assoc Prof Chan Kim Yin
Course Author Email	akychan@ntu.edu.sg
Course Title	LEADERSHIP IN ORGANISATIONS
Course Code	AB5602
Academic Units	0
Contact Hours	40
Research Experience Components	

Course Requisites (if applicable)

Pre-requisites	Nil (but Introductory Organizational Behavior or Psychology would be useful)
Co-requisites	
Pre-requisite to	
Mutually exclusive to	
Replacement course to	
Remarks (if any)	

Course Aims

1.This 4AUNBS Major Prescribed Elective course provides you with a critical, behavioural science-based understanding of leadership in organizations (i.e., beyond intuition or popular media), and helps you to prepare for more effective leadership in the future. The course is designed for advanced undergraduate students who are preparing to transit to the world of work and organizational life. Using seminars and workshops supplemented with assessments and a group assignment, you will gain a deeper understanding of the challenges of leadership in various organizational contexts based on scientific theory and research. You will be introduced to new frameworks and concepts of leadership and gain greater self-awareness of yourself as a leader –including your motivation to lead, personality, interpersonal and teamwork-related skills and orientations. You will gain experiential learning of team-building processes/skills. At the end of the course, you will be required to articulate your leadership V.O.I.C.E.S. (i.e., your leadership Vision, Opportunities, Identity, Competencies, Ethics & Styles) as part of preparing you for leadership in your future career and work/organizational life.

2.You should take this course if you are concerned with how work and organisations are changing rapidly with greater access to information, globalization and the digital age. In the 21st century, organisations are becoming flatter, work more virtual, and the pace of work is also getting quicker. Career attitudes are also changing –many workers feel less committed to permanent employment with one organization (and vice versa); and are prepared to switch between different organizations, jobs, and even consider self-employment or to be entrepreneurs depending on opportunities and circumstances. Amidst this complexity, people look ever more to leaders and leadership to provide direction, collective alignment of purpose, and motivation at work. These changes place new demands on leaders to influence people effectively to achieve the desired outcomes. This course will therefore help you appreciate both the enduring and “new” challenges of leadership in the new workplace, as part of helping you to strategise for effective leadership in the future world of work and organisations.

Course's Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, you (student) would be able to:

Course Content

Introduction to Concepts & (Definitions; frameworks; models) (e-Lsn via LAMS in NTU Learn) Challenges of understanding leadership (Criteria; perception/romance vs. reality) (MSTeams) Context, Vision & Opportunity: Past vs Future of Leadership in Organizations (e-Lsn then phy class) Process: What does it mean that “Leadership is a process”? & Team building (physical class) Trait approach & “Potential”, Power; Politics, Passion, Principle, Politics (physical class & e-Lsn) Behavioural Approach (Styles & TRC) & Integrative Models (physical class/proposals & e-Lsn) Team Consultations: Guidance for Team project (submit Assignment #2) (MSTeams) Team leadership: Teams as a “context” (self-managed MSTeams class) E-lesson: Organisational leadership (e-Lsn; NBS “e-learning” week; optional team consultation) Team presentations: “Leadership in Real-life Organisational contexts” (MSTeams) Leadership Development for Self & Organization (“Feedback”) (e-Lsn via LAMS) My Leadership Strategy (V.O.I.C.E.S.): Course Reflection, Goal setting (Physical or MSTeams) Consultations for Final Assignments (MSTeams General Channel –class-level; optional)

Reading and References (if applicable)

The structure of this course is unique to the instructor’s unique framework and thinking leadership; it does not follow the structure of flow of any particular textbook. There is no textbook for this course; but, you are advised to borrow and refer to some leadership or organizational behavior texts for Assignment #1. Before each lesson, you should read the compulsory assigned papers/articles from NTU Library’s electronic resources. These readings are listed in Annex C, with an online and most updated Reading List provided in NTU Learn. You SHOULD reference the assigned readings in assignments to show deeper understanding the concepts introduced in classes. The readings, activities and assignments stated in this outline are tentative and are subject to change.

Planned Schedule

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
1	<p>Introduction: What is/isn't Leadership? (E-learning at own time; no physical class) 1. Reflection: What does leadership mean to you? Instructions for Assignment 1. 2. Class discussion: Was Steve Jobs a leader or entrepreneur? What's the difference? Bill Wozniak vs. Steve Jobs: Chan's EPL framework. 3. Introduce course overview.</p>	<p>ILO1 , ILO2</p>	<p>Pre-class: *Course outline Post-class: *Souba *McCauley search for texts, e.g., Daft, Yukl, Northouse</p>	In-person	

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
2	<p>Challenges of understanding leadership: Criteria, romance vs. reality (MSTeams class)</p> <p>1. Continue Movie Case Study: Jobs. Share reflections on Start-of-course thinking (e.g., viz Souba's models).</p> <p>2. "Criteria of leadership": perception, person, influence (process). 3. 4. Do modern organizations care about leadership? Leadership @ Google 4. Clarify course overview with focus on assignments. Initiate Assignment 2: Answer & score questionnaires.</p>	<p>ILO1 , ILO2</p>	<p>Pre-class: *Chan2018 *Chan2012 Antonakis</p>	In-person	

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
3	Context & Vision: Past vs. Future ... (1hr eLsn/LAMs and then physical class) 1. When did modern concept of leadership emerge? Leadership vs. Management debate 2. "Leadership in context" framework: Application for diagnosing leadership in an organization. 3. Vision & Opportunity. Initiate Assignment 3: Team icebreaking, initiate individual level vision & opportunities for team project.	ILO1	Pre-class: *Chan2006 *Zaleznik77 *Kotter90	In-person	
4	Process: What does it mean "Leadership is a process"? (physical class) 1. Does a team need an appointed leader? (Orpheus) 2. Shared & distributed leadership & "influence" 3. Team building: V & 3Rs, team roles.	ILO1	*Pearce Shamir99 PDJ Belbin	In-person	

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
5	Trait approach: Person, Passion, Power, Principle, Politics (Born or Made? Person or Situation?) [Physical class followed by e-Learning/LAMS] 1. Leader-centric views of leadership: "Triangle" in Leadership in Context framework. 2. Personality & leadership. 3. Leadership potential & the motivation to lead (MTL) theoretical framework 4. Great leaders & Charisma (Passion). 5. Power & leadership (Gruenfeld) 6. Ethical Leadership (Brown & Trevino). 7. Political skills & leadership (Ferris)	ILO1 , ILO2	1 per student: R1: Judge1 R2: Chan R3: Arvey R4: Judge2 R5: DeRue2 R6: Chan2018 Others: *Yukl *Judge3	In-person	

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
6	Part1: Presentation of Team Proposals Part2 (eLsn): Behavioural Approach (Styles & TRC) & Integrative Model (linking Traits, Behaviors -Outcomes): (physical class by default) 1. How to think about “Styles” (from Kurt Lewin to Full Range of Leadership Model). 2. Task- Relations- Change behaviors (Yukl) 3. Integrative Model of leadership (DeRue, 2011).	ILO1 , ILO2	*M&G *CFA MV RR	In-person	
7	Team Consultations (MSTeams; by appt) 1. 45min Team Consultations for ALL teams on Project (immediately after team proposals) 2. Individual consultation on Assignment2 (upon request; please email to Instructor)	ILO1 , ILO2	nil	In-person	

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
8	Leading Teams: Self-directed team via MSteams 1. Team effectiveness: How is your team performing? 2. Team leadership: Functional leadership theory. 3. Assignment 4 – instructions.	ILO1 , ILO2 , ILO3	*DeRue3 *Morgeson *Burke *NATO	In-person	
9	Organizational Leadership (online class / e-learning week; NO PHYSICAL CLASS; note: good idea to “attend” the e-lesson earlier as it is useful for your team presentations) 1. Organizational structure & “Levels of leadership”. 2. Direct vs. Indirect, Organisational & Strategic. 3. Leadership & Organizational culture.	ILO1	*USArmy06 *Hooijberg *Kotter2	In-person	

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
10	Team presentations: "Understanding Leadership in real life organizational Contexts" & "Team Leadership reflections" (MSTeams) Note: We'll clear 3-4 teams on day 1 if necessary; class may end 30mins later if lots of discussion To administer "Peer Dev Feedback" for Asmt#4 after day1 of presentations	ILO1		In-person	
11	Leadership Development: Principles & Practice [e-lesson; upon release PDF reports] 1. Approaches and principles of leadership development. 2. Feedback	ILO1 , ILO2 , ILO3	*Day01 *Day07 Drucker	In-person	
12	Conclusion: Reflection; Goal setting; Guidance for Assignment 5 ("My leadership Strategy") (Physical class)	ILO1 , ILO2 , ILO3		In-person	
13	Class-level Consultation with Prof (MSTeams) Attendance/participation is Optional.	-		In-person	

Learning and Teaching Approach

Approach	How does this approach support you in achieving the learning outcomes?
<p>Cooperative learning: Active participation is required in classes and online activities</p>	<p>Assessment in this course is based on an intensive programme of continual assessment of assignments which are tied to active, and continuous “experiential learning” facilitated “laboratory”-type activities (e.g., team building, group discussions, self/other ratings, etc.) and in an intensive “team project”. You must be prepared to attend and participate actively in all in-(online)class and online discussions and in the team project. The assignments are designed to enable “cumulative learning” –you are expected to constantly reflect on their learning integrate new learning into their assignments. I will typically post an activity or question in the NTULearn discussion board: Your participation to a large extent assessed by your sharing of views your views in these post-class online “discussion” (for students to share of views on an issue or question) is set to open for only ONE WEEK. What this means is that every student should post a thread to share your thoughts or reflections on the question posed before 0900hrs the day of the next class (postings after the 0900hrs deadline will not be counted for class participation; all other requests for exceptions to this deadline will be ignored; note: students who only joined or “added” to this course after the initial lessons 1A, 1B have until Lesson 3 to respond for missed sharings). The team project has two purposes: (1) To facilitate experiential learning of leadership processes in a team context; (2) To allow students to apply concepts, ideas and theories from the course to the real world of work and organizations. Cooperative learning depends on individual accountability and group interdependence. Team members are expected to establish a “mutual contract” to commit to group learning goals & outcomes. NTULearn will be used as the primary mechanism to provide updates, instructions, handouts, etc.</p>
<p>Assignment-driven self-directed/team learning</p>	<p>There is one team project and four individual assignments in this course. There is no final examination. Assignments are specified in terms of tasks; requirements & criteria are spelled out in detail in Annex B. Individual assignments must also be submitted in softcopy, i.e., electronically via NTULearn where “Turnitin” will check for any plagiarism. The deadline for submission of all assignments is defined as the start of a specified lesson/class. You must submit/sign the Declaration of Academic Integrity form as required by the University. Students are expected to use the WORD template provided for this course (see NTULearn) and submit your softcopies in PDF format with the filename identifying the assignment and their name (i.e., AB9502_AssignmentXX_StudentsName.PDF). All assignment submissions must be 1.5line-spaced using Arial font 11 as set in the WORD template. Write with a consistent style (i.e., APA, MLA or Chicago). Neatness and consistency is expected especially with regard to the formatting of headings, citations/references --you will not be penalised for failing to conform to the details of each style. The specified page limit DOES NOT include a cover page, references endnotes or appendices. Failure to comply with key submission requirements (deadline, number of pages, use of template including font & spacing) will result in a penalty of at least 5% from the total grade for that assignment. Note: 10% out of 30% for assignment#3 will be allocated to meet NBS’s requirement for the assessment of “individual presentation” in this course as part of School accreditation requirement.</p>

Assessment Structure

Assessment Components (includes both continuous and summative assessment)

No.	Component	ILO	Related PLO or Accreditation	Weightage	Team/Individual	Rubrics	Level of Understanding
1	Continuous Assessment (CA): Assignment(Assignments 1)	ILO 2	Motivation and Development of Self and Others	10	Individual		
2	Continuous Assessment (CA): Others(Assignments 2)	ILO1 ,ILO 2	Motivation and Development of Self and Others, Acquiring Knowledge	20	Individual		
3	Continuous Assessment (CA): Presentation(Assignment3(presentation))	ILO1, ILO 3	Acquiring Knowledge, Teamwork and interpersonal skills	30			
4	Continuous Assessment (CA): Assignment(Assignment4)	ILO3	Teamwork and interpersonal skills	10	Individual		
5	Continuous Assessment (CA): Assignment(Assignment5)	ILO1,ILO2	Acquiring Knowledge, Motivation and Development of Self and Others	20	Individual		
6	Continuous Assessment (CA): Class Participation(Participation)	ILO1- ILO3	Acquiring Knowledge,Motivation and Development of Self and Others, Teamwork and interpersonal skills	10	Individual		

Description of Assessment Components (if applicable)

Note:** Every team member is required to presentfor Assignment3.Mandatory Peer Evaluationof individual effort/contributions will be used to adjust individual grade for Assignment3. Peer Evaluation (which affects Assignment3 grade) is NOT THE SAME as the Peer Development Feedback (PDF) exercise which is purely for feedback to your team-mates for the purpose of their learning development. See AnnexCfor for peer evaluationmethod/approach.

Formative Feedback

Feedback is central to this course. You will receive written feedback from me about your assignments, online sharings/discussions, team proposals and presentations. I will allocate time for team and individual-level consultation for students to provide feedback for learning.

NTU Graduate Attributes/Competency Mapping

This course intends to develop the following graduate attributes and competencies (maximum 5 most relevant)

Attributes/Competency	Level
Collaboration	Intermediate
Communication	Intermediate
Developing People	Basic
People Orientation	Advanced
Self-Management	Intermediate

Course Policy

Policy (Academic Integrity)

Policy (General)

You are expected to complete all assigned pre-class readings and activities, attend all physical or online/MSTeams “seminar” classes punctually and take all scheduled assignments and tests by due dates. You are expected to take responsibility to follow up with course notes, assignments and course related announcements for seminar sessions they have missed. You are expected to participate in all physical & online seminar discussions and activities.

Policy (Absenteeism)

As most lessons include during (physical or online) class, team-based experiential-workshop-style activities (e.g., collaborative learning, team building), all students are expected to make the effort to attend and participate in classes according to NTU’s Code of Conduct and Student Code of Conduct. Students should consult NBS’s Undergraduate Programme Office and apply for short leave of absence or medical leave with NBS if they cannot attend classes for valid reasons: upo-enquiries@ntu.edu.sg. Absence from class without a valid reason will affect your overall course grade. Valid reasons include falling sick supported by a medical certificate and participation in NTU’s approved activities supported by an excuse letter from the relevant bodies. If you miss a physical or online class, you must inform the course instructor via email prior to the start of the class.

Policy (Others, if applicable)

Last Updated Date: 08-03-2024 02:48:46

Last Updated By: Koh Yi Jing