

AB9602: LEADERSHIP IN ORGANIZATIONS

A) Course Aims/Description

1. This 4AU elective course provides you with a critical, behavioural science-based understanding of leadership (beyond intuition or ideas from 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 leadership and 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 also gain greater self-awareness of yourself as a leader – including your motivation to lead, personality, interpersonal and team-related skills and orientations. You will be provided with 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 working life.
2. You should take this course if you are concerned with how work and organisations are changing rapidly with greater access to education, globalization and the digital age. In the 21st century, organisations are becoming flatter; 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, 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.

B) Intended Learning Outcomes (ILO)/Objectives

By the end of this course, you should be able to:

1. Apply social-behavioural science concepts, theories and models of leadership in context of understanding yourself, leaders, leadership and leadership development in organizations (i.e., NBS AACSB “Acquiring Knowledge” or AK).
2. Articulate your leadership potential, formulate your leadership strategy and an individual development plan (i.e., NBS AACSB “Motivation and Development of Self and Others” or MDSO).
3. Articulate self-awareness of your interpersonal skills and reflections on your experiences gained from working with others in a group setting, e.g., teamwork, team building, and interpersonal skills (i.e., NBS AACSB “Teamwork and interpersonal skills” or TIS).

C) Course Content

Class	Topic
Part 1: Understanding leadership	
1	What is and isn't Leadership? (Concept)

2	Challenges of understanding leadership: Criteria, romance vs. reality
3	Past vs. Future of Leadership? (Context & Vision)
4	What does it mean that “Leadership is a process”? (Process)
Part 2: Understanding leadership with focus on the leader	
5	Are leaders born or made? (Trait, Values & Behavioural approaches)
6	Is leadership a matter of styles or values? (Competency & Styles)
7	Charisma, power & ethics in leadership (“Old School” or “Reality today”?)
Part 3: Understanding leadership in work contexts	
8	Leading Teams
9	Leading Organisations (note: Online class; NBS “e-learning” week)
10	Team presentations: “Understanding Leadership in specific work contexts”
Part 4: Leadership Development	
11	Leadership Development: Principles & Practice
12	Consultation on Assignments (optional/upon request)
13	Conclusion

D) Assessment (includes both continuous and summative assessment)

Component	Weightage	Team/ Individual
1. Assignment1	5%	Individual
2. Assignment2	15%	Individual
3. Assignment3	30%	Team
4. Assignment4	20%	Individual
5. Assignment5	25%	Individual
6. Participation	5%	Individual
Total	100%	

E) Weekly Schedule

Lesson	Topic
Lsn1	Introduction: What is/isn’t Leadership?
Lsn2	Challenges of understanding leadership: Criteria, romance vs. reality
Lsn3	Context & Vision: Past vs. Future...
Lsn4	Process: What does it mean “Leadership is a process”?
Lsn5	Identity: Are leaders born or made? (Trait, values, & behavioural approaches)
Lsn 6	Competency & Styles: Is leadership ultimately a matter of styles? (Styles approaches)
Lsn7	Charisma, power & ethics: Is this “Old School” leadership?
Lsn8	Leading Teams
e-Lsn9	Organizational Leadership (online class / e- learning week; note: e-lesson may be viewed earlier if ready)
Lsn10	Team presentations: “Understanding Leadership in Context”

Lsn11	Remaining 1-2 Team Presentations Leadership Development: Principles & Practice	
Lsn12	Conclusion: My leadership "V.O.I.C.E.S." and motivation	