

Course Title	:	Leadership and Teamwork
Course Code	:	HRM352
No of Credits/Semester	:	3
Mode of Tuition	:	Sectional
Teaching Hours	:	45
Category in major Programme	:	Business Elective and HRM Stream Elective
Prerequisite	:	Foundation and Functional Core Courses

### **BRIEF COURSE DESCRIPTION**

This course investigates the issues of becoming an effective leader and developing the teamwork within organizations critical for their success: the leader-member relationship, the nature of productive teamwork, conditions and abilities that improve accurate and effective communication in groups, developing successful ways of managing conflict to resolve issues, and the nature of experiential learning.

### **AIMS AND OBJECTIVES**

To understand theories and concepts of leadership and teamwork in organizations  
 To acquire the techniques to apply theories and concepts to improve leadership skills  
 To appreciate the importance of teamwork and learn the skills of building effective teams  
 To develop skills in effective communication

### **INDICATIVE CONTENTS**

#### Leadership

Basic principles of leadership, especially as applied to leading a team. The importance of developing a high quality leader-member relationship. Major ways that people learn how to become effective leaders.

#### Teamwork

The nature of productive teamwork. Understanding the complexities of cooperative work. Developing abilities to work effectively in a team environment and to build a successful team.

#### Communication

The barriers to effective communication in group settings. Conditions and abilities that facilitate accurate and effective communication in groups.

### Managing Conflict

Appreciating the prevalence and value of conflict for groups. Developing successful ways of managing conflict to resolve issues.

### Learning Skills

The nature of experiential learning. Practice in using ideas and experience to strengthen action abilities

## TEACHING METHOD

The course will be taught in a highly participative manner. Class sessions will involve discussions, group presentations, experiential exercises, and concise lectures. Students will lead and work in groups as they learn about leadership and groups. Throughout the course, there will be opportunities to practise their abilities as they learn. They will discuss and debate basic concepts, theories, and research of the course, challenge each other to think critically of the course content to achieve understanding and insight, explain their learning precisely to classmates to reinforce each other's learning, engage in intellectual controversy to develop their reasoning and understanding. Students are required to design and organize activities for their classmates or the community.

## ASSESSMENT

### Continuous assessment

#### **Team performance: 40%**

Students will form into base groups and teams to undertake various kinds of tasks. Each base group is responsible to plan and organize an activity for the whole class or for the community. Effectiveness of teamwork, such as completion of tasks, commitment in team performance, enthusiasm in cooperative learning, demonstration of team spirit and characteristics of an effective team, etc. will be assessed by the instructor, participants and peers.

#### **Learning Progress report: 15%**

A Learning Progress Report Folder will be used to record a) individual's learning from readings, assignments, in class and out of class activities, and reflection; b) commitment and contribution, such as punctuality, attendance and participation in class and teamwork; c) strengths and weaknesses in teamwork and leadership; d) areas that need further improvement, etc. A conclusive statement should be given at the end of the report to summarize an individual's overall learning from the course. Assessment will base on demonstration of learning progress (5%), comprehensiveness and accuracy in record keeping (3%), and innovativeness of presentations (2%).

#### **Individual performance: 15%**

Students will write one or more short papers on special topics related to leadership and teamwork. All students are expected to attend every class and learn actively. Assessment will base on satisfactory completion and punctual submission of assignments, class

attendance, punctuality, responsibility, contributions to individual and cooperative learning, etc.

**Tests: 30%**

Students should prepare to take one or more announced or unannounced quizzes during the term. An end-of-term test will be given in the last class of the term.

## **READINGS**

### **Required/Essential Readings**

Dubrin, A. J., *Leadership - Research Findings, Practice, and Skills*, 4th ed., Boston: Houghton Mifflin Company, 2004.

Johnson, D. W., & Johnson, F. P., *Joining Together: Group Theory and Group Skills*, 8<sup>th</sup> ed., Boston : Allyn and Bacon, 2003.

Tjosvold, D., *Team Organization: An Enduring Competitive Advantage*, New York: J. Wiley, 1991.

### **Recommended/Supplementary Readings**

Bass, B. M., *Bass & Stogdill's Handbook of Leadership: Theory, Research & Managerial Applications*, 3<sup>rd</sup> ed., New York: The Free Press, 1990.

Kouzes, J. M., Y Posner, B. Z., *Encouraging The Heart: A Leader's Guide to Rewarding and Recognizing Others*, 1st ed., San Francisco : Jossey-Bass, 1999.

Yukl, G., *Leadership in Organizations*, 4<sup>th</sup> ed., Prentice Hall, 1998