

Subject Code	MM5203
Subject Title	Decision Making for Leadership
Credit Value	3
Level	5
Normal Duration	1 semester
Pre-requisite/ Co-requisite/ Exclusion	None
Objectives	<p>The course will focus on providing students with dynamic perspectives on the effective leadership through (1) rational thinking, and (2) stakeholders influencing techniques. This course will reveal many important decision-making slippages that occur in people's everyday life and discusses their implications for leadership. Through case studies, practical exercises, and class debates, students will have the opportunity to refine their individual decision-making processes and develop strategies for achieving optimal outcomes.</p>
Intended Learning Outcomes	<p>Upon completion of the subject, students will be able to:</p> <ul style="list-style-type: none"> (a) Understand the basic principles of decision making and apply them across a wide range of business settings, including financial decisions, investment decisions, managing employees, planning mergers, selling products, and negotiating with others; (b) Acquire self-awareness of how humans tend to make decisions, and how one should make decisions for leadership effectiveness, in order to build a proactive mindset for changes; . (c) Understand the essence of key factors influencing daily decision-making such as culture, geographical heritages, perception, media, and family of origin; (d) Identify the importance and impact of biases in decision-making;
Subject Synopsis/ Indicative Syllabus	<p>The subject covers the following general topics:</p> <ul style="list-style-type: none"> • Biases in decision-making (cognitive, judgement, judgment, choice, group decision-making) • Influences in decision-making (others' influence, post-decision consequences, threats and scarcity) • Leadership and ethical decision-making • Decision-making under risk • Decision-making at the multi-cultural environment and the AI era
Teaching/Learning Methodology	<p>This subject will involve primarily interactive teaching methodologies. Students will have the opportunity to work on team projects with the objective strengthening their decision-making ability and capacity.</p> <p>This course will also take an interactive, case-based learning approach to help students apply decision-making and leadership theories in real-world contexts. Real business cases from Asia and Europe, along with guest speaker insights, will enhance practical understanding of current business environment. Students will engage in individual reflection, team projects,</p>

	and application presentations to foster critical thinking, collaboration, and ethical judgment. The course emphasizes experiential learning, encouraging students to build their own leadership style for decision-making through active participation and reflective practice.						
Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a	b	c	d	
	Continuous Assessment*	100%					
	1. Class Participation	20%	✓	✓	✓	✓	
	2. Individual Reflection Write-up	30%	✓	✓	✓	✓	
	3. In-class quizzes	20%	✓	✓	✓	✓	
	4. Group Final Project	30%	✓	✓	✓	✓	
	Total	100 %					
	<i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i>						
To pass this subject, students are required to obtain Grade D or above in the overall subject grade.							
Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:							
Class participation is essential because this course uses an experiential learning technique. The course material cannot be learned from reading the textbook. Points are assigned based on whether students are attentive, contribute to the in-class discussion, or are not distracted (e.g., checking their phone; replying to email, browsing the internet, or doing other work on their laptop; having conversations with other students).							
Individual Reflection Write-up: Each student will submit one individual reflection write-up by the 4 th lecture. They are free to choose and respond to one of the four reflection questions that will be provided in class. The reflection write-up allows students to apply course concepts to real-life contexts by examining personal decisions, leadership values, decision-making steps, and recent business cases. It will be assessed based on the clarity and relevance of the response to the selected question, the depth of personal insight, and the ability to critically engage with the decision-making process. Strong submissions will demonstrate thoughtful integration of course theories and frameworks, supported by real-life examples and analysis. Students are expected to present their ideas within the 800-word limit, using appropriate formatting.							

	<p>In Class Quizzes: At the start of five random classes throughout the semester, students will be asked to complete a short 10-question quiz testing their knowledge of the topics from the previous classes. These quizzes are to ensure students are understanding and retaining the material covered in class. Their top four grades will be retained (the lowest grade will be dropped).</p> <p>Final Group Project: The Group final project requires student to form teams and to conduct an in-depth analysis of one of three controversial decision-making cases, which will be provided later in the semester. This project allows students to demonstrate their understanding of course concepts by critically examining real-world leadership decisions, applying relevant theories, and proposing well-supported recommendations. Each team will deliver a final presentation in the last teaching week (1 December). Assessment will be based on the depth of analysis, integration of course frameworks, originality of insights, clarity of presentation, and team collaboration.</p>	
Student Study Effort Expected	Class contact:	
	▪ Lectures and in-class discussion/exercises	39 Hrs.
	Other student study effort:	
	▪ Self-study and assignments	78 Hrs.
	Total student study effort	117 Hrs.
Reading List and References	<p>Kahneman, D. (2013). <i>Thinking, Fast and Slow</i>. New York: Farrar, Straus and Giroux.</p> <p>Kerzner, H. (2024). <i>Project Based Problem Solving and Decision Making: A Guide for Project Managers</i> (First edition.). John Wiley & Sons, Inc.</p> <p>Selected publications from the following journals –</p> <p><i>Current Directions in Psychological Science</i> <i>Harvard Business Review</i> <i>Journal of Behavioral Decision Making</i> <i>Journal of Consumer Research</i> <i>Journal of Economic Perspectives</i> <i>Judgment and Decision Making</i></p>	