

## The Hong Kong Polytechnic University

**Subject Description Form**

Please read the notes at the end of the table carefully before completing the form.

<b>Subject Code</b>	APSS1A21M
<b>Subject Title</b>	Service Leadership
<b>Credit Value</b>	3
<b>Level</b>	1
<b>Pre-requisite / Co-requisite/ Exclusion</b>	Exclusion: APSS1A21 / APSS1A21U / APSS1A21V
<b>GUR Requirements Intended to Fulfill (APSS1A21M)</b>	<p>This subject intends to fulfill the following requirement(s) :</p> <p><input type="checkbox"/> <b>Healthy Lifestyle</b></p> <p><input type="checkbox"/> <b>Freshman Seminar</b></p> <p><input type="checkbox"/> <b>Languages and Communication Requirement (LCR)</b></p> <p><input type="checkbox"/> <b>Leadership and Intra-Personal Development</b></p> <p><input type="checkbox"/> <b>Service-Learning</b></p> <p><input checked="" type="checkbox"/> <b>Cluster-Area Requirement (CAR)</b></p> <p style="padding-left: 40px;"><input checked="" type="checkbox"/> Human Nature, Relations and Development</p> <p style="padding-left: 40px;"><input type="checkbox"/> Community, Organization and Globalization</p> <p style="padding-left: 40px;"><input type="checkbox"/> History, Cultures and World Views</p> <p style="padding-left: 40px;"><input type="checkbox"/> Science, Technology and Environment</p> <p><input type="checkbox"/> <b>China-Study Requirement</b></p> <p style="padding-left: 40px;"><input type="checkbox"/> Yes or <input checked="" type="checkbox"/> No</p> <p><input type="checkbox"/> <b>Writing and Reading Requirements</b></p> <p style="padding-left: 40px;"><input type="checkbox"/> English or <input type="checkbox"/> Chinese <input checked="" type="checkbox"/> No</p>
<b>Objectives</b>	<p>The economic structure in many countries has shifted from a manufacturing to service-oriented economy. Currently, Hong Kong's service industries contribute to 95% of the Gross Domestic Product. The requirements of the service sector have gradually displaced previous conceptions of what constitutes effective leadership in the industrial era. As compared to the manufacturing economy which values directive, autocratic, and transactional leadership styles which are predominantly task-oriented in nature, the service economy prizes distributed, transformational and person/follower-oriented leadership styles. Service leadership underscores flexibility, collaboration, and communication between service leaders and followers. It is concerned with satisfying the needs of oneself and that of those whom one serves, as well as the community. In addition, workers in the service economy are not only required to possess professional skills, but also to be creative, motivated, and equipped with intrapersonal and interpersonal competencies in order to provide personalized and high quality service in the dynamic service environment (Shek, Chung &amp; Leung, 2015).</p> <p>The above calls for the emerging need to develop among students the necessary competences that will enable them to become effective service leaders to meet the needs of the changing society. In light of the above, this subject is designed to enable students to:</p>

	<ol style="list-style-type: none"> <li>1. Learn the basic models of leadership with reference to the service sector;</li> <li>2. Understand the basic leadership attributes intrinsic to effective service leaders, including leadership competences, moral character, and care;</li> <li>3. Reflect on their own service leadership qualities, including leadership competences, moral character, and care;</li> <li>4. Learn to develop and apply the basic qualities of an effective service leader;</li> <li>5. Cultivate an appreciation of the importance of Service Leadership to the development and wellness of oneself, other people, society, nation, and the whole world; and</li> <li>6. Learn to fulfill their responsibilities as service leaders by satisfying the needs of self, others, society, nation, and the whole world.</li> </ol>												
<b>Assessment Methods</b>	<table border="1" data-bbox="555 607 1398 842"> <thead> <tr> <th>100% Continuous Assessment</th> <th>Individual Assessment</th> <th>Group Assessment</th> </tr> </thead> <tbody> <tr> <td>Class Participation/Preparation (including home assignments): 15%</td> <td style="text-align: center;">√</td> <td></td> </tr> <tr> <td>Group Project: 35%</td> <td></td> <td style="text-align: center;">√</td> </tr> <tr> <td>Term Paper: 50%</td> <td style="text-align: center;">√</td> <td></td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• The grade is calculated according to the percentage assigned;</li> <li>• The completion and submission of all component assignments are required for passing the subject; and</li> <li>• Student must pass all component(s) if he/she is to pass the subject.</li> </ul>	100% Continuous Assessment	Individual Assessment	Group Assessment	Class Participation/Preparation (including home assignments): 15%	√		Group Project: 35%		√	Term Paper: 50%	√	
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Group Project: 35%		√											
Term Paper: 50%	√												
<b>Intended Learning Outcomes</b>	<p>Upon completion of the subject, students will be able to:</p> <ol style="list-style-type: none"> <li>a. Understand the contemporary models of leadership with reference to the service sector, including their assertions, strengths and weaknesses;</li> <li>b. Demonstrate understanding of the basic leadership attributes intrinsic to effective service leaders;</li> <li>c. Reflect upon the need for developing the qualities of effective service leaders and their own leadership qualities, particularly the connection of these leadership attributes to one's professional development, personal growth in the service economy;</li> <li>d. Demonstrate self-leadership in pursuit of continual improvement in their own service leadership qualities including competence (intrapersonal and interpersonal competence), care, and character;</li> <li>e. Appreciate the potential application of knowledge on effective service leadership gained in this subject to one's daily lives;</li> <li>f. Recognize their social responsibilities as service leaders to satisfy a wide range of needs, including needs of self, others, society, nation, and the whole world.</li> </ol>												
<b>Subject Synopsis/ Indicative Syllabus</b>	<ul style="list-style-type: none"> <li>• <b>Lecture 1: Introduction</b> Overview of the subject: content, format, assignments and assessment criteria. Definitions and conceptions of Service Leadership; nature and rationales of Service Leadership; service sector and Service Leadership; relevance of Service Leadership to university students and graduates in Hong Kong; differences between manufacturing economy and service economy; desired leadership attributes under manufacturing and service economies; three realms of Service Leadership.</li> <li>• <b>Lecture 2: Core beliefs and components</b> Seven core beliefs about Service Leadership; Service Leadership as a function of competences of leadership, moral character, and care [E</li> </ul>												

	<p>(Effective Service Leadership) = 3Cs (Character × Competence × Care)]; ultimate goals of Service Leadership education; essential knowledge, skills, as well as attitudes and value strands.</p> <ul style="list-style-type: none"> <li>• <b>Lecture 3: Basic leadership competences: Intrapersonal competences</b> IQ (task-relevant knowledge, problem solving, and decision making); EQ (understanding and managing emotion effectively); AQ (adversity quotient); SQ (spiritual quotient).</li> <li>• <b>Lecture 4: Basic leadership competences: Interpersonal competences</b> Importance of communication; communication skills; positive social relationship building; conflict resolution.</li> <li>• <b>Lecture 5: Character strengths and Service Leadership</b> The server is the service; moral character; basic character strengths such as love of learning, honesty, courage, perseverance, humility, and gratitude.</li> <li>• <b>Lecture 6: Caring disposition and Service Leadership</b> Universal dimensions of social cognition (warmth and competence); primary elements of care (love, listening, and empathy).</li> <li>• <b>Lecture 7: Character strengths in Chinese philosophies</b> Relevance of Confucian virtues to Service Leadership: integrity (lian), shame (chi), loyalty (zhong), filial piety (xiao), benevolence (ren), affection (ai), trustworthiness (xin), righteousness (yi), propriety (li), wisdom (zhi), harmony (he), and peace (ping) in Confucian thoughts.</li> <li>• <b>Lecture 8: Contemporary leadership models</b> Review of contemporary models of leadership, including top-down and bottom-up leadership models; charismatic leadership, authentic leadership, spiritual leadership, transformational leadership, and servant leadership; strengths and limitations of existing leadership models.</li> <li>• <b>Lecture 9: Factors leading to creation, development, and maintenance of positive social relationship</b> Trust, fairness, respect, care, behavioral consistency, and loyalty.</li> <li>• <b>Lecture 10: Self-leadership and Service Leadership</b> Everyone is a leader; optimization of one's operating systems; personal branding; the importance of self-monitoring and self-improvement.</li> <li>• <b>Lecture 11: Developmental assets and Service Leadership</b> Self-esteem, self-efficacy, purpose in life and optimism about future.</li> <li>• <b>Lecture 12: Review of effective service leadership qualities and dark side of leadership</b> Comparisons with the existing models of leadership; critical evaluation of the HKI-SLAM model; dark side of leadership.</li> <li>• <b>Lecture 13: Wrap-up lecture</b> Potential application of service leadership knowledge to oneself: possibilities and difficulties; social responsibilities of university students as service leaders; wrap-up.</li> </ul>
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<p><b>Teaching/Learning Methodology</b></p>	<p>Students taking this course are expected to be sensitive to their own behaviors in the intrapersonal and interpersonal contexts. Intellectual thinking, reflective learning, experiential learning and collaborative learning are emphasized in the course. The teaching/learning methodology includes:</p> <ol style="list-style-type: none"> <li>a. Lectures;</li> <li>b. Experiential learning sessions;</li> <li>c. Group project; and</li> <li>d. Written assignment.</li> </ol> <p>In addition to lecturing, students will also engage in experiential learning activities such as discussions and debates on critical issues central to service leadership, role-plays of situations faced by service leaders, problem-based cases to solve, demonstrations, questionnaires, games and simulations. Through experimenting and practicing, students will be able to reflect on the experience to better assimilate, conceptualize and apply knowledge in a more practical way.</p>
<p><b>Assessment Methods in Alignment with Intended Learning Outcomes</b></p>	<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <ol style="list-style-type: none"> <li>1. <u>Assessment of Class Participation/Preparation (15%)</u>: It is expected that classroom activities and preparation for lectures can help students understand the subject matter and themselves, develop social skills, connect learning to themselves and promote an appreciation of the importance of service leadership qualities. Hence, marks for class participation and preparation for lectures will be given. Students will be assessed in terms of: a) preparation for lectures (i.e., completing home assignments on time); b) participation in class (e.g., completing worksheets, sharing personal views/feelings, and taking the initiative to answer questions and join activities in class).</li> <li>2. <u>Assessment of Group Project (35%)</u>: Assessment of group project includes group project presentation assessed by subject teacher(s) (30%) and group project participation assessed by peers in the group (5%). Group project can give an indication of the students' understanding, integration and critique of theories and concepts on the basic qualities in effective service leaders. It can also demonstrate personal and group reflections, interpersonal skills and reciprocal learning. Students are required to submit written presentation materials (e.g., PowerPoint slides) after the presentation. Students will also be invited to assess the contribution of their group members to the group project by one item of 6-point (0-5) scale. The marks will reflect the mastery of knowledge, self-reflection and quality of interpersonal skills (such as collaboration with other members and contribution to the group) of the group members.</li> <li>3. <u>Assessment of Term Paper (50%)</u>: Students are required to produce a term paper with a <b>minimal length of 1,500</b> words in English. The term paper will give an indication of the student's understanding, integration and critique of theories and concepts on the essential qualities emphasized in service leadership. It can also demonstrate the student's self-assessment, self-reflection, connection of the subject matter to oneself and how the student recognizes the importance of actively pursuing knowledge covered in the subject.</li> </ol>

<b>Student Study Effort Expected</b>	Class contact:	
	▪ Lectures and experiential learning activities	39 Hrs.
	Other student study effort:	
	▪ Group project preparation	23 Hrs.
	▪ Reading and writing term paper	73 Hrs.
	Total student study effort	135 Hrs.
<b>Reading List and References</b>	<p><b><u>Basic References</u></b></p> <ol style="list-style-type: none"> <li>1. Buhrmester, D., Furman, W., Wittenberg, M. T., &amp; Reis, H. T. (1988). Five domains of interpersonal competence in peer relationships. <i>Journal of Personality and Social Psychology</i>, 55(6), 991-1008.</li> <li>2. Chemers, M. M., Watson, C. B., &amp; May, S. T. (2000). Dispositional affect and leadership effectiveness: A comparison of self-esteem, optimism, and efficacy. <i>Personality and Social Psychology Bulletin</i>, 26(3), 267-277.</li> <li>3. Cheung, C. K., &amp; Chan, A. C. F. (2008). Benefits of Hong Kong Chinese CEOs' Confucian and Daoist leadership styles. <i>Leadership and Organization Development Journal</i>, 29, 474-503.</li> <li>4. Dulewicz, C., Young, M., &amp; Dulewicz, V. (2005). The relevance of emotional intelligence for leadership performance. <i>Journal of General Management</i>, 30, 71-86.</li> <li>5. Emmons, R. A. (2000). Is spirituality an intelligence? Motivation, cognition, and the psychology of ultimate concern. <i>International Journal for the Psychology of Religion</i>, 10(1), 3-26.</li> <li>6. Gronfeldt, S., &amp; Strother, J. (2006). <i>Service leadership: The quest for competitive advantage</i>. Thousand Oaks, Calif.: Sage. (Chapters 1, 2, 3 and 12).</li> <li>7. Mahsud, R., Yukl, G., &amp; Prussia, G. (2010). Leader empathy, ethical leadership, and relations-oriented behaviors as antecedents of leader-member exchange quality. <i>Journal of Managerial Psychology</i>, 25(6), 561-577.</li> <li>8. Peterson, C., &amp; Park, N. (2006). Character strengths in organizations. <i>Journal of Organizational Behavior</i>, 27(8), 1-6.</li> <li>9. Shek, D. T. L., Chung, P. P. Y., &amp; Leung, H. (2015a). How unique is the service leadership model? A comparison with contemporary leadership approaches. <i>International Journal on Disability and Human Development</i>, 14(3): 217–231.</li> <li>10. Shek, D. T. L., Chung, P. P. Y., &amp; Leung, H. (2015b). Manufacturing economy versus service economy: Implications for service leadership. <i>International Journal on Disability and Human Development</i>, 14(3): 205–215.</li> <li>11. Shek, D. T. L., &amp; Li, X. (2015). The role of a caring disposition in service leadership. <i>International Journal of Disability and Human Development</i>, 14(4), 319-332.</li> <li>12. Shek, D. T. L., &amp; Lin, L. (2015a). Core beliefs in the service leadership model proposed by the Hong Kong Institute of Service Leadership and Management. <i>International Journal on Disability and Human Development</i>, 14(3), 233-242.</li> <li>13. Shek, D. T. L., &amp; Lin, L. (2015b). Factors leading to creation, development and maintenance of positive social relationship. <i>International Journal of Disability and Human Development</i>, 14(4),</li> </ol>	

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#### **Supplementary References**

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