Course Code: MNO3703 Leading in the 21st century

AY2025/2026 Semester 1

Instructor: Usa Skulkerewathana
Department: Management and Organization, NUS Business School

COURSE DESCRIPTION

Leading in the 21st Century invites you to your journey as a leader. Opening questions for the course are: How am I doing as a leader? What are some pertinent issues that I should be aware of and that could be capitalized on to maximize my leadership effectiveness? In sum, how can I lead more effectively in the 21st Century?

To answer the above questions, the course offers an extensive examination of leadership in and outside organizations. It aims to provide you with a set of experiences that are designed to enhance your self-awareness and your capacity for effective leadership.

LEARNING OUTCOMES

1. Enhanced insights of yourself as a leader and self-awareness in terms of your strengths and opportunities for personal development
2. Increased 'outsights' based on conceptual understanding of leadership in and outside organizations
3. Enhanced skills and competencies necessary for becoming effective leaders in highly dynamic environments

READINGS AND LESSON PREPARATION
Students will be directed to journals and articles, book chapters and psychometric instruments to prepare for each lesson.

ASSESSMENTS

Component	Weightage
1. Learning contributions (individual)	20%
2. Group presentation (written and oral presentation)	20%
3. Group project (written and oral presentation)	30%
4. Individual paper (individual)	30%
Total	**100%**

SCHEDULE

Topics/sessions (weeks 1-13)
1. Introduction: Outsight In
2. Leadership Readiness (I): Insight Out
3. Leadership Readiness (II): Living values, Building trust
4. Learning circle
5. Leadership in action (I)
6. Collaboration Readiness (I): Leading Team
7. Collaboration Readiness (II): Leading Virtual Teams
8. Collaboration Readiness (III): Leading Multi-generations
9. Leadership in action (II)
10. Student-led presentation (I) on contemporary leadership approach (e.g. Leading with empathy, Disruptive Leadership)
11. Student-led presentation (II) on contemporary leadership approach (e.g. Leading with AI, Darkside of transformational leadership)
12. Student-led presentation (III) on contemporary leadership approach (e.g. Authentic Leadership, Leading with Purpose)
13. Antifragility Leadership

Pre-requisite:
MNO1706

ACADEMIC HONESTY & PLAGIARISM

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism.

Artificial Intelligence (AI) tools such as ChatGPT do not require specialist knowledge to use. Many of these AI tools are commonly used in social media, for example, to create content and disguise and refine content created from programmes like ChatGPT. We understand that students will be drawn to using these AI Tools, as they would for any other electronic aid.

However, to be clear, normal academic rules still apply. As noted in the Code of Student Conduct:
"*The University takes a strict view of cheating in any form, deceptive fabrication, plagiarism and violation of intellectual property and copyright laws. Any student who is found to have engaged in such misconduct is subject to disciplinary action by the University.*"

With respect to AI tools (e.g., ChatGPT and image generation tools), your instructor will clarify whether the use of these tools as inputs into your assignment development process is acceptable. AI is a technology that requires skill to use, and knowledge about when and how to use it. If you use ChatGPT or any other such AI tool in your work, you must provide a proper representation of how you used the tool and what prompts you used to generate output. Failure to cite its use constitutes academic misconduct.

Further, as with any information source, be aware that minimal efforts yield low quality results. You will need to refine your work and fact check the output, as you would double-check information from any source. Further, you should be selective in how and when you use such tools instead of using it for each and every assignment you create.

To summarise:

1. Always check with your instructors on what are the permitted uses of AI tools.
2. Have a discussion at the start of a course about the use of AI.
3. Where permitted, acknowledge your use of AI.
4. You remain responsible for the quality of your work and its appropriate representation.
5. Failure to follow the above steps can lead to a concern about plagiarism (academic dishonesty).

As always. you have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is entirely your own work. This is a minimum standard.

Additional guidance can be found at:
Admission Condition: http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct
NUS Code of Student Conduct: http://nus.edu.sg/osa/resources/code-of-student-conduct
Academic Integrity Essentials: https://libguides.nus.edu.sg/new2nus/acadintegrity#s-lib-ctab-22144949-4
Guidelines on the Use of AI Tools For Academic Work: https://libguides.nus.edu.sg/new2nus/acadintegrity#s-lib-ctab-22144949-3