

## Course Syllabus

Course Number: 80515182  
 Course Name (CH): 麦肯锡全球领导力课程  
 Course Name (EN): “Leadership in a New Era” (McKinsey Global Leadership Course)  
 Credits: 2  
 Prerequisites: The students should have some basic knowledge in management.  
 Teaching Language: ☐ CH ☐ CH+EN (EN ≥50%) ☒ EN  
 Courseware Language: ☐ CH ☒ EN  
 Teaching Method: ☒ lecture ☒ discussion ☒ case study ☒ literature reading  
☐ computer-aided assignment ☒ students’ in-class presentation  
 Assessment Method: ☐ in-class quiz ☒ oral presentation ☐ group discussion  
☐ case analysis (report) ☐ final report/thesis ☐ final exam  
☐ practice project (report) ☒ others (Reflective Journal) \_\_\_\_  
 Semester: ☐ spring ☒ autumn ☐ summer  
 Course Category: ☐ core course ☒ elective course  
 Target Students: ☒ Undergraduate ☒ Master ☒ PhD ☒ MBA  
☐ EMBA ☐ TIEMBA

Teaching Credit Hours related to “*Corporate Social Responsibility (CSR)*”/“*Environmental, Social and Governance (ESG)*”:

- ☒ \_\_\_\_1\_\_\_\_ Credit Hours (Please describe the details in the syllabus, e.g. relate cases, assignments, or others)
- ☐ None

Teaching Credit Hours related to “*Digital Technology*”:

- ☒ \_\_\_\_1\_\_\_\_ Credit Hours (Please describe the details in the syllabus, e.g. related cases, assignments, or others)
- ☐ None

Instructors: A Team of McKinsey Senior Partners and Industry Experts in their Respective Fields;  
 Jia (Jasmine) Hu, Professor of Management, Citi Chair in International Business, School of Economics and Management & Schwarzman College, Tsinghua University

Class Time: Wednesdays, 19:00-22:00. (Please see pages 7 and 8 for specific class dates)

Location: Jianhua Building, LG1-16

Instructor Office: Lihua Building B231

Instructor E-mail: hujia@sem.tsinghua.edu.cn or  
 jasminehu@sc.tsinghua.edu.cn

Instructor Office Phone: 010-62796734

Instructor Office Hour: Wednesday 2-4pm or by appointment

Teaching Assistants:

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**Course Description** (course objectives and content):*Course objectives:*

1. To equip the students with new knowledge/theories/insights drawn from leading real business practices in key functional areas, with the emphasis on building students' capability for problem solving with deeper insights.
2. To create opportunities for students to learn from and interact with distinguished business leaders, with a focus on practical leadership concepts such as leading organizational change, driving innovation, and making decisions in times of crisis.

*Highlights of course contents:*

1. *Guest Lecturers:* The course will invite world-class business leaders (for example, leaders of global corporations and senior McKinsey partners) to share their experiences directly with students at Tsinghua SEM.
2. *Functional Perspectives:* We will explore new trends in major business areas such as strategy, operations, organization, corporate finance, marketing, artificial intelligence, sustainability, life sciences, and macroeconomics, using a field-and-forum format.
3. *Global and Local Views:* The course will address both global issues and those specific to the Chinese business context.

**Recommended Reading Materials**

1. Maor, D., Kaas, H., Strovink, K., & Srinivasan, R. (September 10th, 2024). The Journey of Leadership: How CEOs Learn to Lead from the Inside Out. Portfolio.
2. De Smet, A., Gast, A., Lavoie, J., & Lurie, M. (2023). [New leadership for a new era of thriving organizations](#). McKinsey Quarterly.
3. Woetzel, J., Ngai, J., Seong, J., Ellingrud, K., Leung, N., Le Deu, F., Smit, S., & Wang, P. (2023). The China imperative for multinational companies. McKinsey Global Institute.
4. Ngai, J. (2024). 5 critical shifts Chinese firms need to make to be successful. <https://www.scmp.com/>
5. Roth (2025). Reconfiguring work: Change management in the age of gen AI. McKinsey Quarterly.

Additional references and pre-readings will be provided before each class.

## Grading (percentage of all the assessment methods involved):

No.	Assessment method	Percentage
1	Class Participation	30%
2	Individual Reflection Journal	34%
3	Group Project	30%
4	Group Progress Log	6%

## Class Participation

Each section will include a combination of keynote presentations, panel discussions, and a Q&A session with the class. There will be plenty of time for questions from the audience and conversations with participants. Please pay close attention to each section and be prepared for questions. Your engagement is welcomed, and your peers are eager to hear your insights as well!

Participation Grading Rubric. This rubric evaluates participation holistically, combining attendance, active participation, and preparation into a single category for a total of 300 points.

### Grading Scale:

- 285 - 300 points
  - Full attendance, always on time, engaged throughout.
  - Consistently contributes thoughtful comments, engages deeply with the material, and asks relevant questions.
  - Always well-prepared, demonstrates a strong understanding of the class discussion, and engages actively with peers.
- 270 - 284 points
  - Missed 1 class but remains engaged and active in discussions.
  - Regularly participates in discussions with meaningful input and questions.
  - Prepared most of the time, with general understanding and occasional engagement with peers.
- 245 - 269 points
  - Missed 2 classes or late several times, participation is inconsistent.
  - Occasionally participates, with contributions that are generally relevant.
  - Usually prepared, with a good understanding of the class discussion and regular peer engagement.
- 220 - 244 points
  - Missed more than 2 classes or frequently late, minimal participation.
  - Seldom participates, with minimal or off-topic contributions.
  - Inconsistent preparation, limited understanding, and minimal peer engagement.
- Below 219 points
  - Frequently absent or late, little to no participation.
  - Rarely or never participates, with little to no contributions.
  - Frequently unprepared, lacks understanding, and rarely engages with peers.

## Individual Reflection Journal

### Assignment Overview:

For this assignment, you are required to write two reflection essays, each focusing on one week of speakers' presentations and discussions. Each essay has maximum of 170 points. Two essays will be 340 points for the whole journal.

In each essay, you should:

1. Discuss what you learned from the week's discussion and presentations. (50 points)
2. Compare this learning with your prior knowledge on the subject. (50 points)
3. Describe your plan to incorporate this knowledge in your future managerial career. (70 points)

Each essay should be thoughtful, well-structured, and demonstrate deep reflection on the topics discussed. Organization and writing quality will also be considered.

- Ensure your essay is well-organized, with clear transitions between sections.
- Write in a clear, concise, and professional manner with citations if appropriate.
- Use proper grammar, spelling, and punctuation.
- Adhere to the word limit (approximately 800-1000 words per essay).

### Grading Rubric:

- Outstanding (153-170 points per essay):
  - Demonstrates a deep and comprehensive understanding of the week's content.
  - Provides insightful comparisons with prior knowledge, showing significant reflection and growth.
  - Clearly articulates how the learning will be applied in a managerial context with concrete examples.
  - Essay is well-organized, with high writing quality.
- Excellent (136-152 points per essay):
  - Shows a strong understanding of the week's content, with some minor gaps.
  - Reflects on prior knowledge and identifies changes in perspective, though some connections may be less developed.
  - Discusses future application with relevant examples, though some may be less specific. - Essay is well-organized, with few errors in writing.
- Satisfactory (119-135 points per essay):
  - Demonstrates a basic understanding of the week's content, with some important areas underexplored.
  - Reflects on prior knowledge but with limited depth or comparison.
  - Identifies future application, though examples may be vague or lacking in detail.
  - Essay is adequately organized, but with a number of writing errors.
- Needs Improvement (102-118 points per essay):
  - Shows a limited understanding of the week's content, missing key concepts.
  - Provides minimal reflection on prior knowledge, with superficial comparisons.
  - Future application is mentioned but lacks specificity or practical relevance.
  - Essay is poorly organized or has significant writing issues.

- Unsatisfactory (Below 102 points per essay):
  - Fails to demonstrate an understanding of the week's content.
  - Little to no reflection on prior knowledge or changes in perspective.
  - No clear plan for future application or relevance to managerial career.
  - Essay is disorganized, unclear, and contains numerous writing errors.

Deadline: **5pm, December 17, 2025**

Format: Submit as a single document, with each essay clearly labeled. Please upload electronically via Tsinghua WebLearning.

## Group Project

### Project Overview:

The project has two components: **Presentation** and **Report**. Each team will consist of 8 members working together on a group project. The project will be presented in the final class on **December 10**, in front of your peers and McKinsey partners. The presentation is worth **200 points**; and the report is worth **100 points**.

### Project Options

You may choose **one** of the following two options for your team project:

- **Option 1:** Discuss the best leadership lessons from the McKinsey leadership course. Share your team's insights, key takeaways, and suggestions on how to apply these lessons to your future careers, or identify areas for improvement. (*5 minutes*)
- **Option 2:** Analyze what leaders can do to succeed in the Chinese market. Provide recommendations for a specific company or industry of interest, drawing on insights from the lectures. (*5 minutes*)

### Presentation Requirements

- Given the team size, not all members may present, but **all members must attend**, contribute to slide preparation, and participate in the team analysis.

### Report Requirements

- All members are expected to contribute to the report.
- An anonymous within-team peer evaluation will also be conducted.
- The report should collectively summarize your analysis, suggestions, and recommendations.
- Length: **5 pages**, double-spaced, in **APA format**, with a reference list (not included in the 5-page limit). Tables and figures are also excluded from the page limit.

### Evaluation Criteria:

Evaluation Process:

- Instructor: 100 points (for report)
- McKinsey Partners: 100 points (for presentation)
- Peers (not from the presenting team): 100 points (for presentation)

This rubric is for each evaluator (instructor, McKinsey partner, average peers):

- Outstanding (90-100 points)

- Clear, well-structured, and logically organized (both).
- Polished and professional delivery (presentation).
- Highly engaging; concise, within the time limit, and demonstrating effective time management (presentation).
- Creative, featuring original ideas and innovative approaches (both).
- Effective use of visuals and examples to enhance understanding (presentation).
- Demonstrates deep understanding with well-developed ideas and thorough analysis (both).
- Provides insightful and detailed suggestions or recommendations (report).
- Comprehensive application of lecture insights, showing a strong grasp of the subject matter (both).

- Excellent (80-89 points)

- Clear and Well-Structured: The presentation/report is generally well-organized and easy to follow, though there may be minor areas for improvement in flow, transitions, or emphasis.
- Conciseness and Time Management (Presentation): Largely concise and focused, though may slightly exceed the time limit or move too quickly through certain points, affecting clarity or emphasis.
- Creativity and Use of Visuals (Presentation): Demonstrates creativity with some original ideas; visuals and examples are used effectively, though additional innovation or stronger integration could enhance impact.
- Understanding and Analysis (Both): Shows a solid grasp of the material, with well-developed ideas and thoughtful analysis, though depth or integration could be strengthened in certain areas.
- Suggestions and Recommendations (Both): Provides clear, relevant, and actionable suggestions or recommendations, though some may be more general or could benefit from further elaboration.
- Application of Lecture Insights (Both): Reflects a good understanding of lecture concepts, with meaningful application; minor gaps remain in fully leveraging insights or connecting them comprehensively to the analysis.

- Satisfactory (70-79 points)

- Presentation Quality (Presentation): Adequate delivery but may lack clarity, confidence, or audience engagement.
- Organization (Both): Some organizational issues present; flow may be uneven or transitions unclear.
- Conciseness and Time Management (Presentation): Somewhat concise but may significantly exceed the time limit or feel rushed, reducing overall effectiveness.
- Creativity and Approach (Presentation): Shows some creativity but relies heavily on conventional ideas or standard approaches; limited originality.
- Understanding and Analysis (Both): Demonstrates only a basic understanding, with partially developed ideas and limited depth of analysis.
- Suggestions and Recommendations (Report): Suggestions may be vague, underdeveloped, or lacking in depth and specificity.

- Application of Lecture Insights (Both): Displays a general grasp of the material but struggles to apply lecture insights effectively, leaving noticeable gaps in integration.
- Needs Improvement (60-69 points)
  - Presentation Quality (Presentation): Unclear or poorly structured, with significant room for improvement in clarity, delivery, and audience engagement.
  - Conciseness and Time Management (Presentation): Presentation is either too brief or too long, which negatively impacts content quality and coherence.
  - Creativity and Use of Visuals (Presentation): Lacks creativity, with little to no use of visuals or examples; relies almost entirely on standard or generic approaches.
  - Understanding and Analysis (Both): Demonstrates limited understanding of the material, with underdeveloped ideas and minimal or superficial analysis.
  - Suggestions and Recommendations (Report): Offers few or no meaningful suggestions; recommendations, if present, are vague, generic, or not actionable.
  - Application of Lecture Insights (Both): Shows minimal ability to apply lecture concepts, with clear gaps in connecting insights to the project or analysis.
- Unsatisfactory (below 60 points)
  - Presentation Quality (Presentation): Disorganized and unclear, failing to engage the audience.
  - Time Management (Presentation): Fails to manage time effectively, going significantly over or under the time limit.
  - Creativity and Supporting Materials (Presentation): Unoriginal, showing little to no creativity or effective use of visuals, examples, or supporting materials.
  - Understanding and Analysis (Both): Demonstrates very limited understanding, with poorly developed ideas and little to no meaningful analysis.
  - Application of Lecture Insights (Both): Fails to demonstrate understanding of lecture material, with little to no attempt to apply concepts or insights.

## Group Progress Log

To help you better manage your team process and develop a more comprehensive understanding of team dynamics, you will complete three team project progress logs. Each log will take the form of a short online survey, distributed at different stages of the group project. All responses will be kept confidential. Together, the three logs will be worth 60 points (20 points each).

**Class Schedule** (weeks, content, assignments. It can be in the tabular form):

No.	Date	Content	Speakers
1	Sep 24	<b>Course Opening &amp; Overview</b>	<p><b>Bob Sternfels</b> McKinsey Global Managing Partner;</p> <p><b>Joe Ngai</b> Greater China Managing Partner;</p> <p><b>Mingyu Guan</b> Managing Partner of Beijing Office;</p> <p><b>Jason Peng</b> Partner, Core leader of Life Science practice</p> <p><b>Charlene Wu</b> Partner, Leader of Insurance practice in China</p>
2	Oct 15	<b>Marketing</b>	<p><b>Daniel Zipser</b> Senior Partner Leader of Consumer and Retail Practice in Asia</p> <p><b>TBD</b></p>
3	Oct 22	<b>Technology</b>	<p><b>Kevin Wei Wang</b> Senior Partner Leader of Digital &amp; Analytics Asia;</p> <p><b>Simon Zhang</b> Vice President and Chief Digital Officer, Midea Group</p>
4	Nov 5	<b>Sustainability &amp; ESG</b>	<p><b>Yermolai Solzhenitsyn</b> Senior Partner Leader of Sustainability Practice in China;</p> <p><b>Dominic Barton</b> Rio Tinto Chair Global Managing Partner Emeritus</p>
5	Nov 12	<b>Transformation</b>	<p><b>Karel Eloot</b> Senior Partner Leader of Global Metals &amp; Mining, Industrial IoT Hub, leader of McKinsey Transformation in China;</p> <p><b>Yongdong Xiang</b> General Manager Cummins Power Systems China</p>



No.	Date	Content	Speakers
6	Nov 26	<b>Strategy and Globalization</b>	<b>Mingyu Guan</b> Senior Partner Managing Partner of Beijing Office;  <b>Mandy Zhang</b> Global CMO smart Automobile
7	Dec 3	<b>Corporate Finance</b>	<b>Sheng Hong</b> Senior Partner Leader of Global Energy and Materials in China; Strategy and Corporate Finance in China.  <b>David Li</b> Chairman and the Chief Executive Officer; CIMC Vehicles
8	Dec 10	<b>Group Project Presentations &amp; Closing</b>	<b>Bob Sternfels</b> Senior Partner Global Managing Partner;  <b>Joe Ngai</b> Senior Partner Chairman, Greater China;  <b>Mingyu Guan</b> Senior Partner Managing Partner of Beijing Office

### Other requirements and information:

Depending on the availability and schedule of some speakers, **the order and time might be slightly different from this version**. Please note that the information is confidential and is only made available to registered students. As an honor code, it is your responsibility to keep it to yourself and only use it for class preparation purpose.