

RESEARCH PROPOSAL

UWTSD DBA HKBM 7000

**APPROACHES TO RESEARCH AND ACADEMIC
COMMUNICATION**

(PROFESSOR IN CHARGE: DR. LUK CHUNG LEUNG)

STUDENT NAME: VIVIAN CHIH

STUDENT NO. 2031148

SUBMISSION DATE: 14.8.2021



TOPIC :

The significance of **situational leadership in meeting contingency, with special reference to the performance of HKSAR in its containment of Coronavirus in HK**

RESEARCH QUESTIONS:

The essence and significance of Situational leadership, and its interactive effect with other form of leadership such as Transformational and Transactional leadership

What kind of leadership was demonstrated by HKSAR in its handling of the Coronavirus pandemic in the past ?

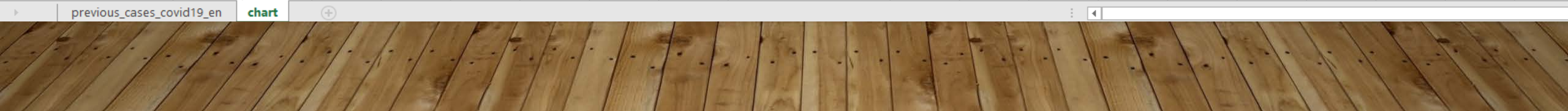
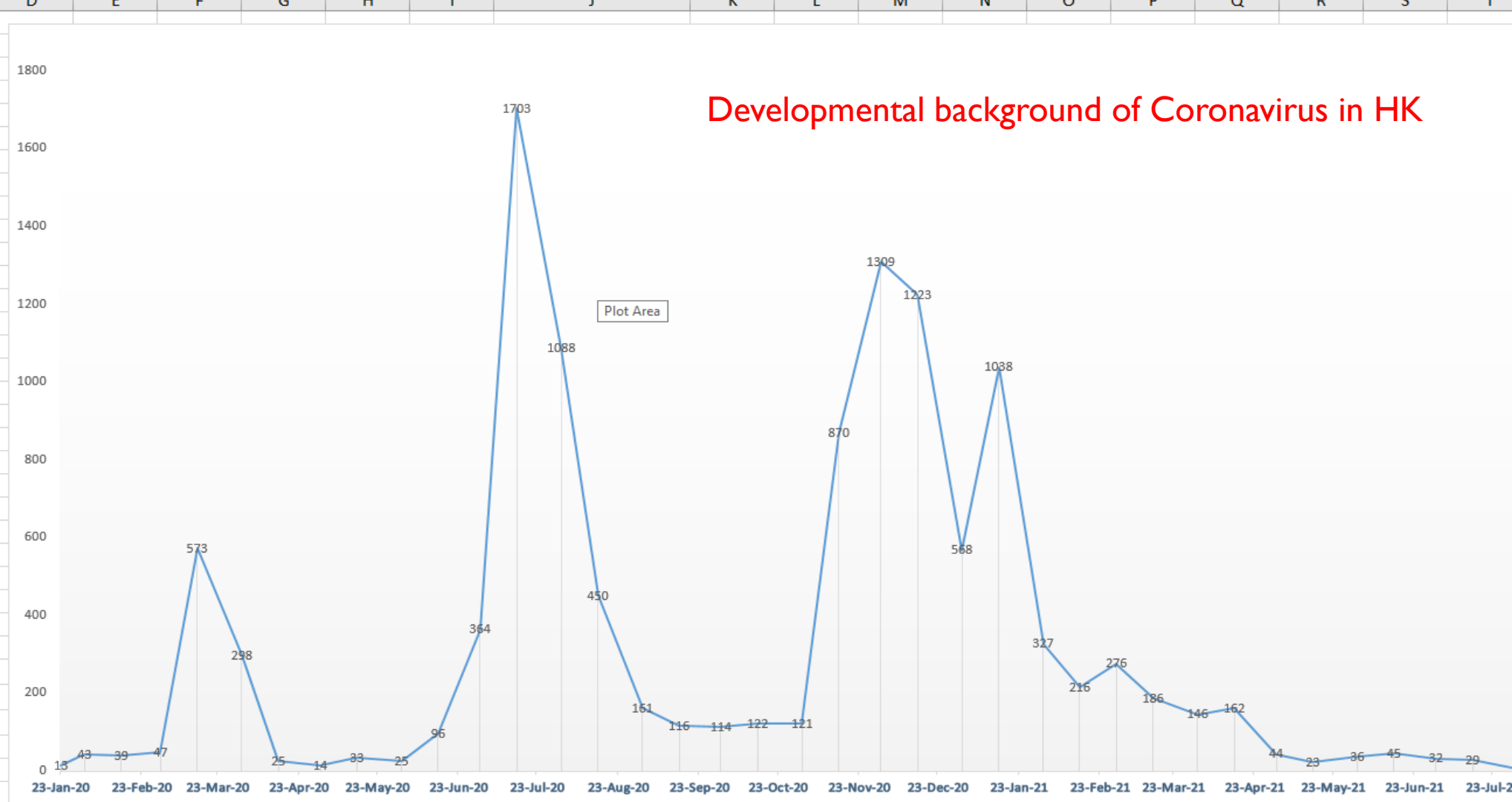
In which aspect the HKSAR leadership was successful or unsuccessful in handling the Coronavirus pandemic ?

Can the employment of Situation leadership enhance the ability of HKSAR to tackle the pandemic more effectively ?

Are there other forms of leadership skill that HKSAR may adopt to better its ability to meet the pandemic challenges in the future?

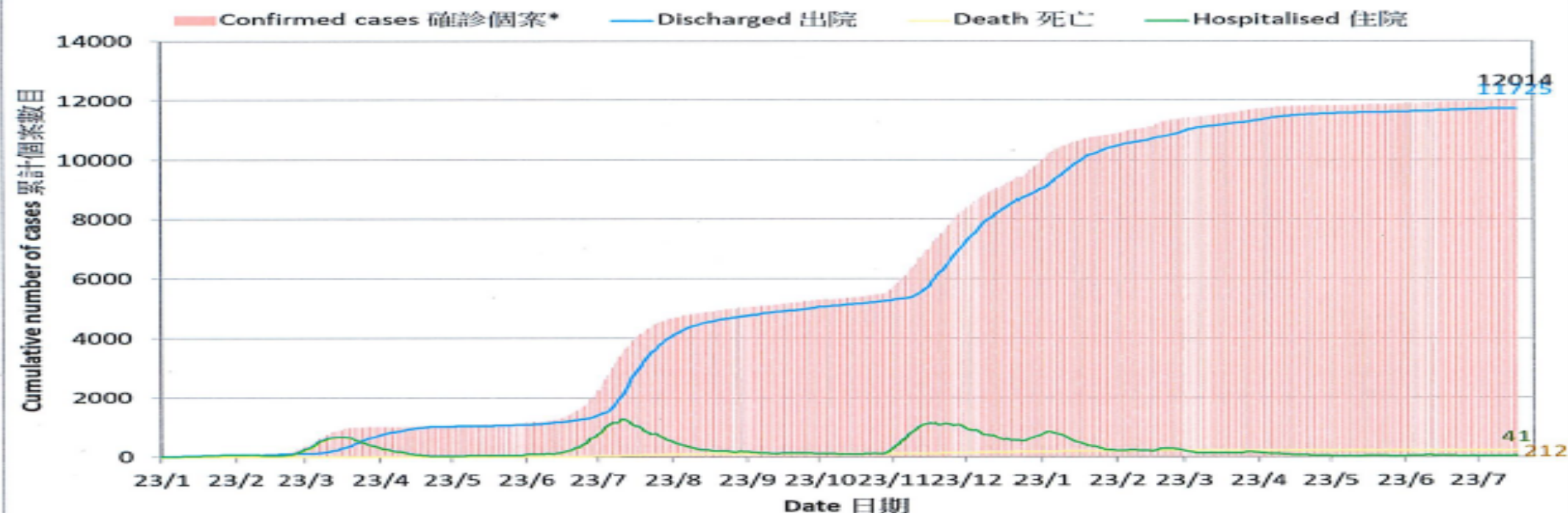
3-Jan-20	13
5-Feb-20	43
5-Feb-20	39
5-Mar-20	47
5-Mar-20	573
5-Apr-20	298
5-Apr-20	25
5-May-20	14
5-May-20	33
5-Jun-20	25
5-Jun-20	96
5-Jul-20	364
5-Jul-20	1703
5-Aug-20	1088
5-Aug-20	450
5-Sep-20	161
5-Sep-20	116
5-Oct-20	114
5-Oct-20	122
5-Nov-20	121
5-Nov-20	870
5-Dec-20	1309
5-Dec-20	1223
5-Jan-21	568
5-Jan-21	1038
5-Feb-21	327
5-Feb-21	216
5-Mar-21	276
5-Mar-21	186
5-Apr-21	146
5-Apr-21	162
5-May-21	44
5-May-21	23
5-Jun-21	36
5-Jun-21	45
5-Jul-21	32
5-Jul-21	29
5-Aug-21	6

Total : **11981**



Cumulative cases of coronavirus disease 2019 (COVID-19) in Hong Kong

本港2019冠狀病毒病之累計個案數目

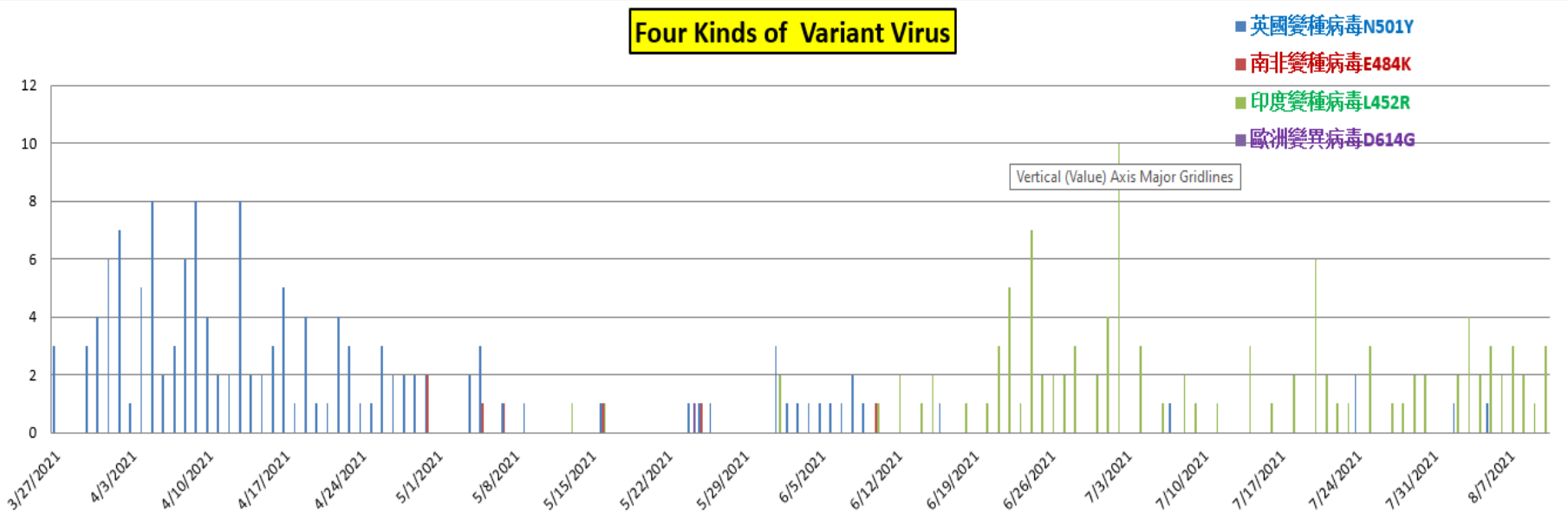
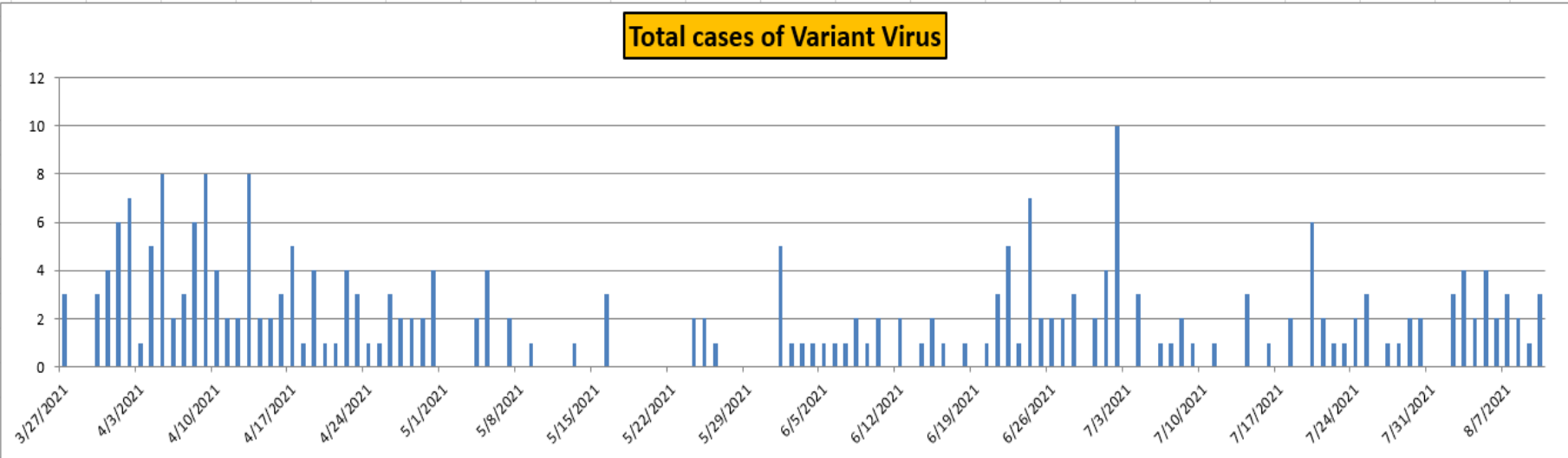


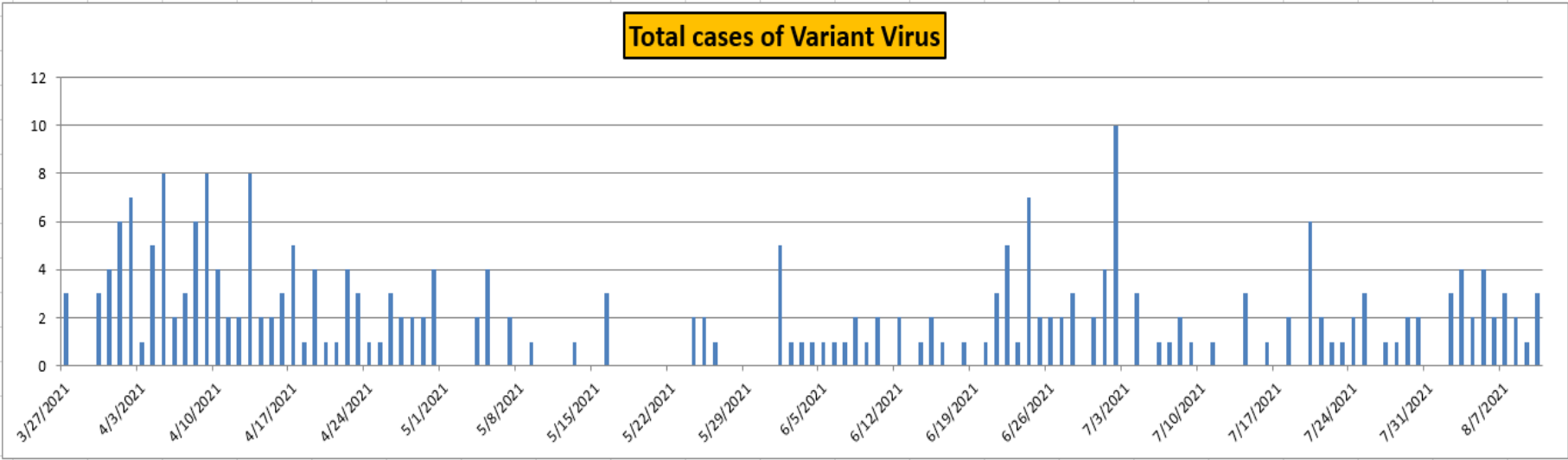
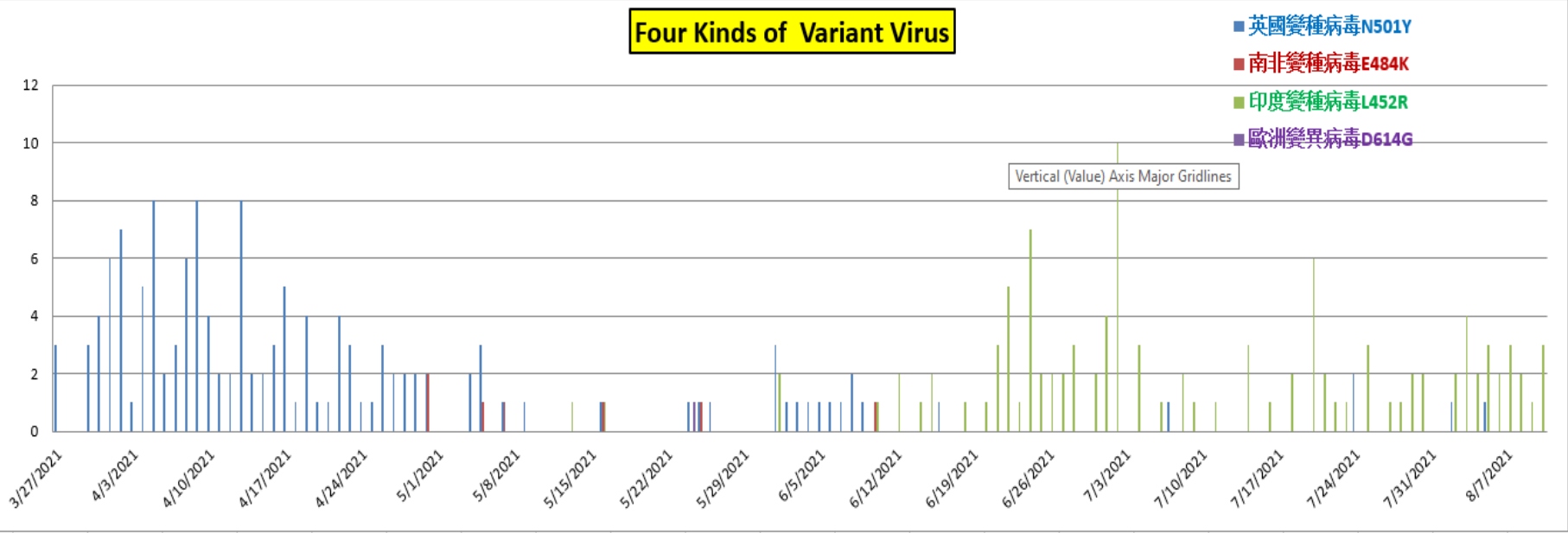
*Including 1 probable case 包括1宗疑似個案

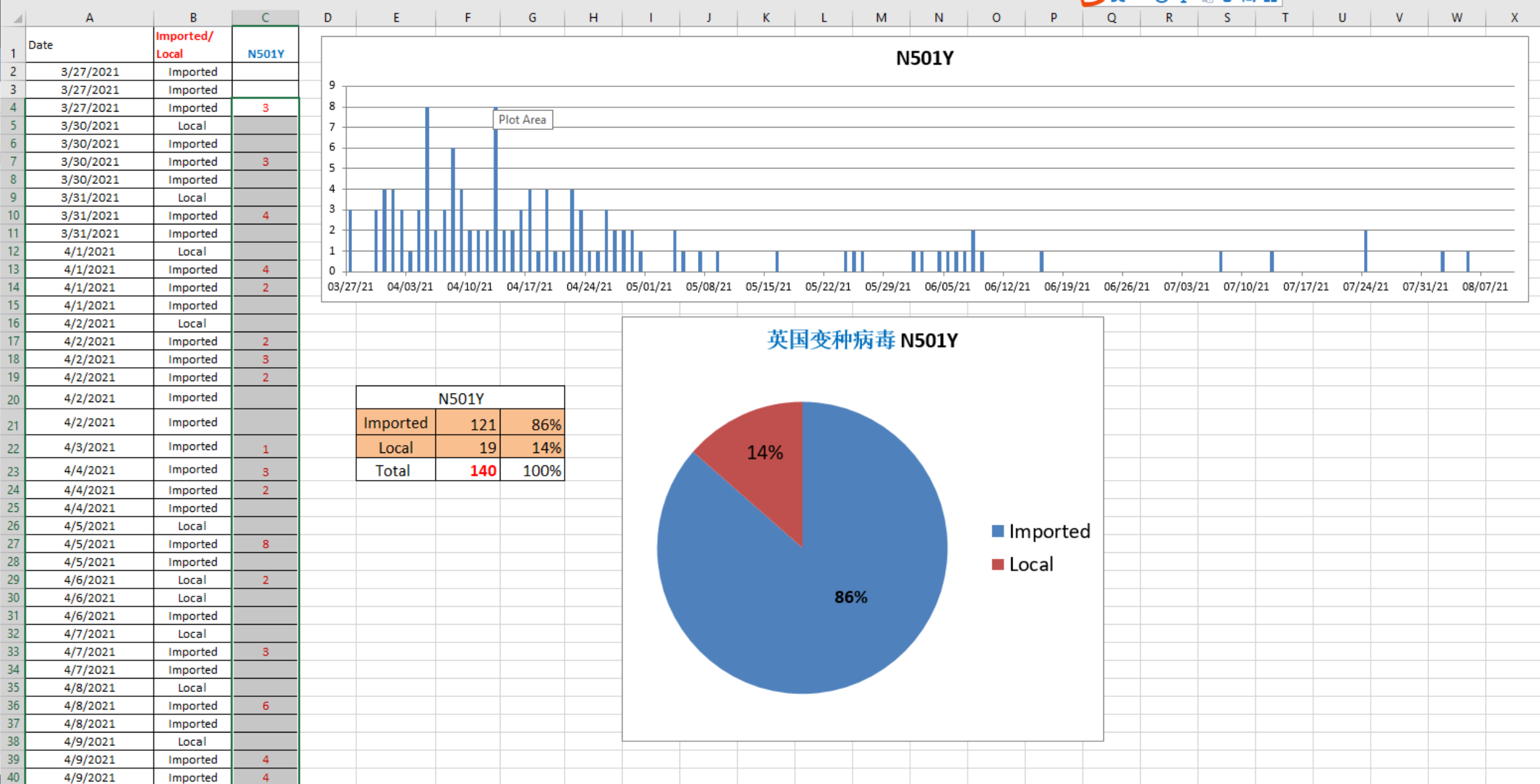
Length of stay (LOS) in hospitals 住院時間

Among 11,937 discharged COVID-19 cases (including 212 deaths), as of 8 August 2021 (11:59pm), the range of LOS is 1 to 321 days; and the median of LOS is 12 days.

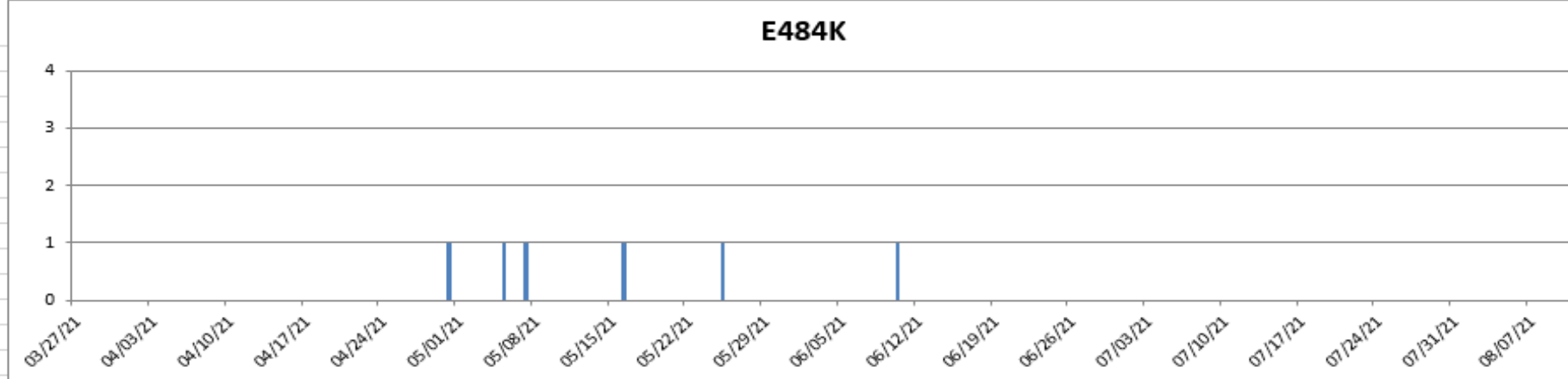
截至2021年8月8日(晚上11時59分)，共有11,937宗2019冠狀病毒病個案出院(包括212宗死亡個案)；其住院時間介乎1至321日，而住院時間的中位數為12日。

	A	C	D	E	F	G	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF				
	Date	英國變種病毒 N501Y	南非變種病毒 E484K	印度變種病毒 L452R	歐洲變異病毒 D614G		Total		Four Kinds of Variant Virus																									
1																																		
2	3/27/2021	3					3																											
3	3/28/2021						0																											
4	3/29/2021						0																											
5	3/30/2021	3					3																											
6	3/31/2021	4					4																											
7	4/1/2021	6					6																											
8	4/2/2021	7					7																											
9	4/3/2021	1					1																											
10	4/4/2021	5					5																											
11	4/5/2021	8					8																											
12	4/6/2021	2					2																											
13	4/7/2021	3					3																											
14	4/8/2021	6					6																											
15	4/9/2021	8					8																											
16	4/10/2021	4					4																											
17	4/11/2021	2					2																											
18	4/12/2021	2					2																											
19	4/13/2021	8					8																											
20	4/14/2021	2					2																											
21	4/15/2021	2					2																											
22	4/16/2021	3					3																											
23	4/17/2021	5					5																											
24	4/18/2021	1					1																											
25	4/19/2021	4					4																											
26	4/20/2021	1					1																											
27	4/21/2021	1					1																											
28	4/22/2021	4					4																											
29	4/23/2021	3					3																											
									Total cases of Variant Virus																									
																																		

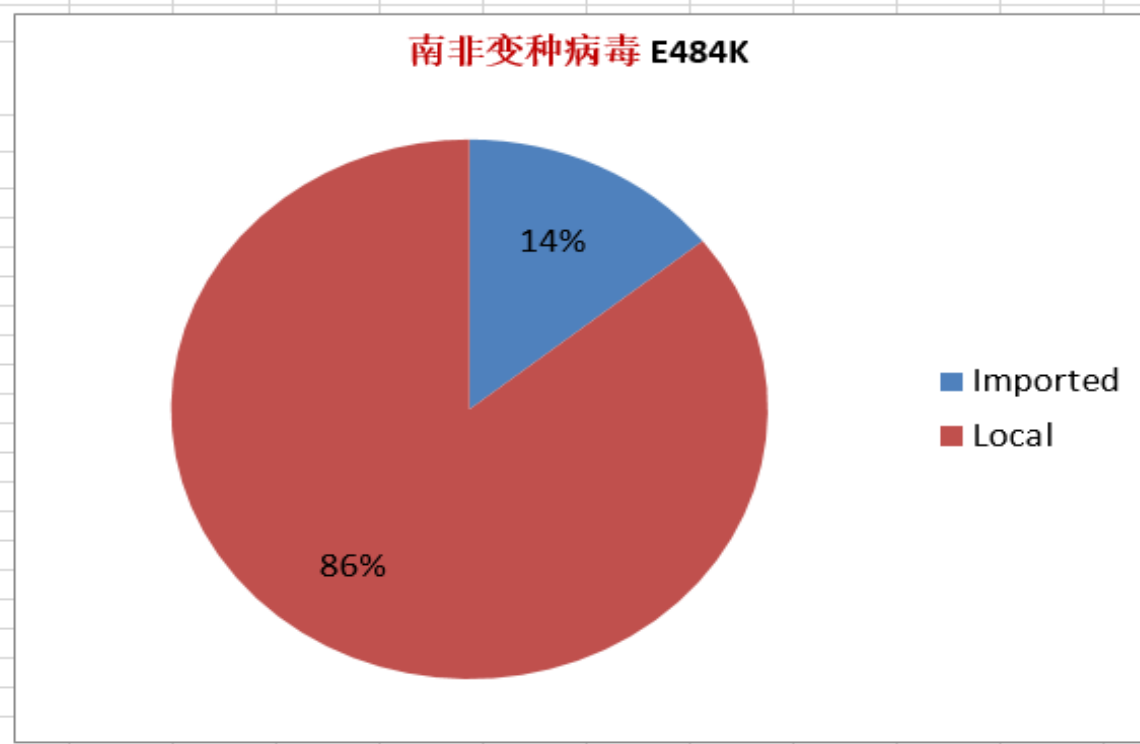




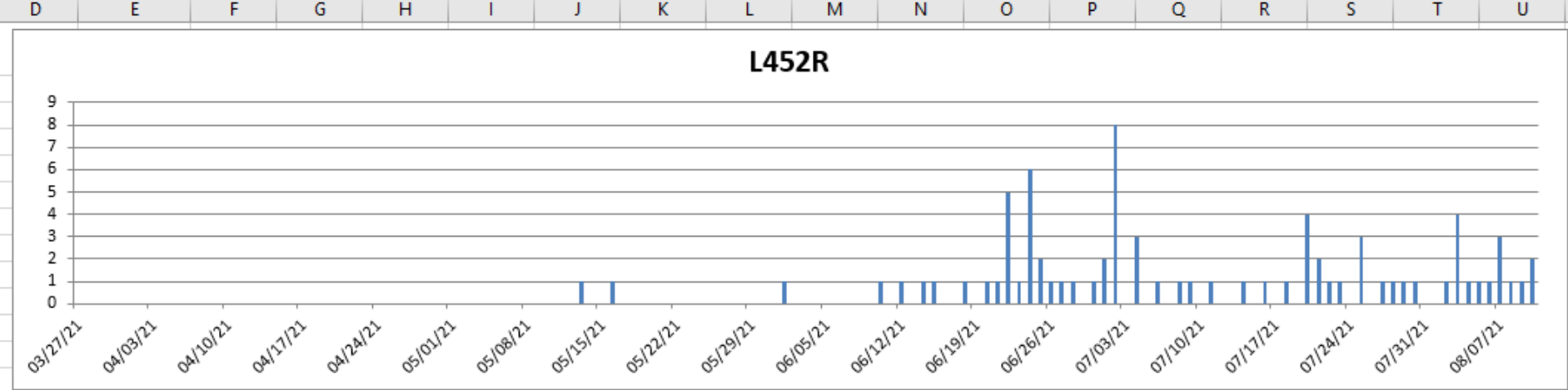
1	Date	Imported/ Local	E484K
2	3/27/2021	Imported	
3	3/27/2021	Imported	
4	3/27/2021	Imported	
5	3/30/2021	Local	
6	3/30/2021	Imported	
7	3/30/2021	Imported	
8	3/30/2021	Imported	
9	3/31/2021	Local	
10	3/31/2021	Imported	
11	3/31/2021	Imported	
12	4/1/2021	Local	
13	4/1/2021	Imported	
14	4/1/2021	Imported	
15	4/1/2021	Imported	
16	4/2/2021	Local	
17	4/2/2021	Imported	
18	4/2/2021	Imported	
19	4/2/2021	Imported	
20	4/2/2021	Imported	
21	4/2/2021	Imported	
22	4/3/2021	Imported	
23	4/4/2021	Imported	
24	4/4/2021	Imported	
25	4/4/2021	Imported	
26	4/5/2021	Local	
27	4/5/2021	Imported	
28	4/5/2021	Imported	
29	4/6/2021	Local	
30	4/6/2021	Local	
31	4/6/2021	Imported	
32	4/7/2021	Local	
33	4/7/2021	Imported	
34	4/7/2021	Imported	
35	4/8/2021	Local	
36	4/8/2021	Imported	
37	4/8/2021	Imported	
38	4/9/2021	Local	
39	4/9/2021	Imported	
40	4/9/2021	Imported	



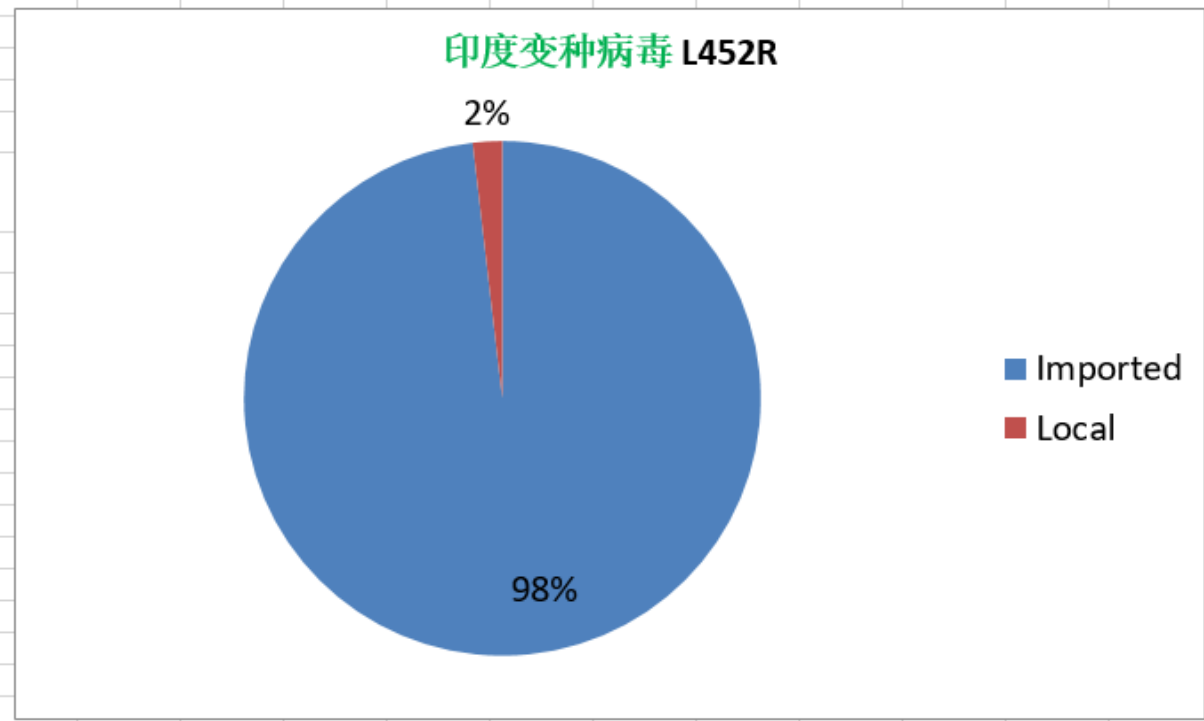
E484K		
Imported	1	14%
Local	6	86%
Total	7	1



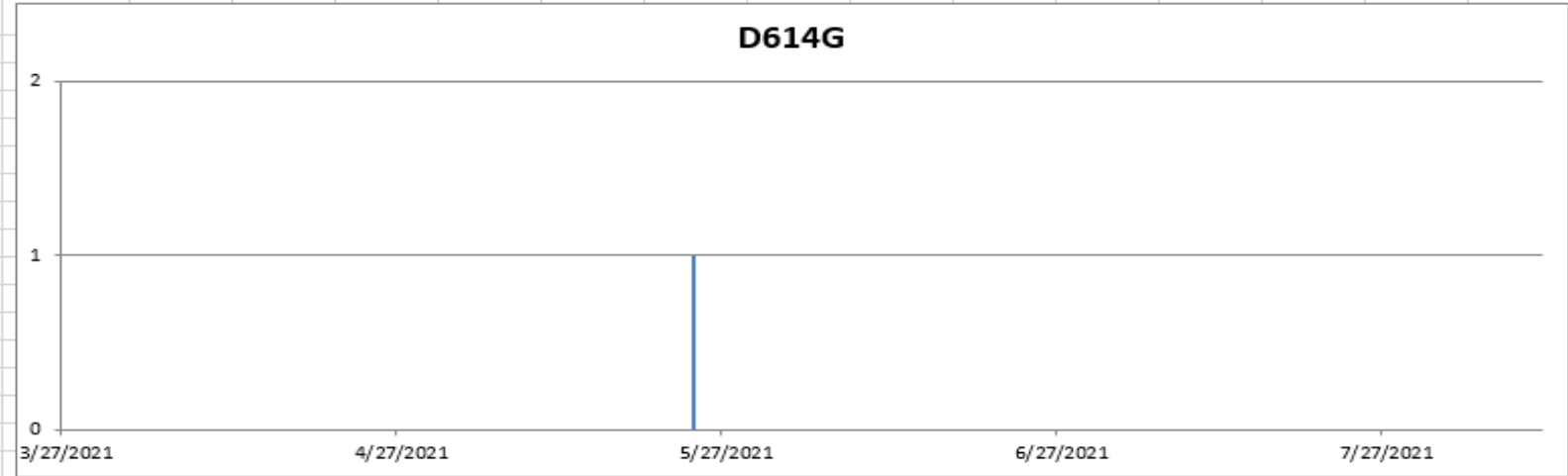
	A	B	C
1	Date	Imported/ Local	L452R
2	3/27/2021	Imported	
3	3/27/2021	Imported	
4	3/27/2021	Imported	
5	3/30/2021	Local	
6	3/30/2021	Imported	
7	3/30/2021	Imported	
8	3/30/2021	Imported	
9	3/31/2021	Local	
10	3/31/2021	Imported	
11	3/31/2021	Imported	
12	4/1/2021	Local	
13	4/1/2021	Imported	
14	4/1/2021	Imported	
15	4/1/2021	Imported	
16	4/2/2021	Local	
17	4/2/2021	Imported	
18	4/2/2021	Imported	
19	4/2/2021	Imported	
20	4/2/2021	Imported	
21	4/2/2021	Imported	
22	4/3/2021	Imported	
23	4/4/2021	Imported	
24	4/4/2021	Imported	
25	4/4/2021	Imported	
26	4/5/2021	Local	
27	4/5/2021	Imported	
28	4/5/2021	Imported	
29	4/6/2021	Local	
30	4/6/2021	Local	
31	4/6/2021	Imported	
32	4/7/2021	Local	
33	4/7/2021	Imported	
34	4/7/2021	Imported	
35	4/8/2021	Local	
36	4/8/2021	Imported	



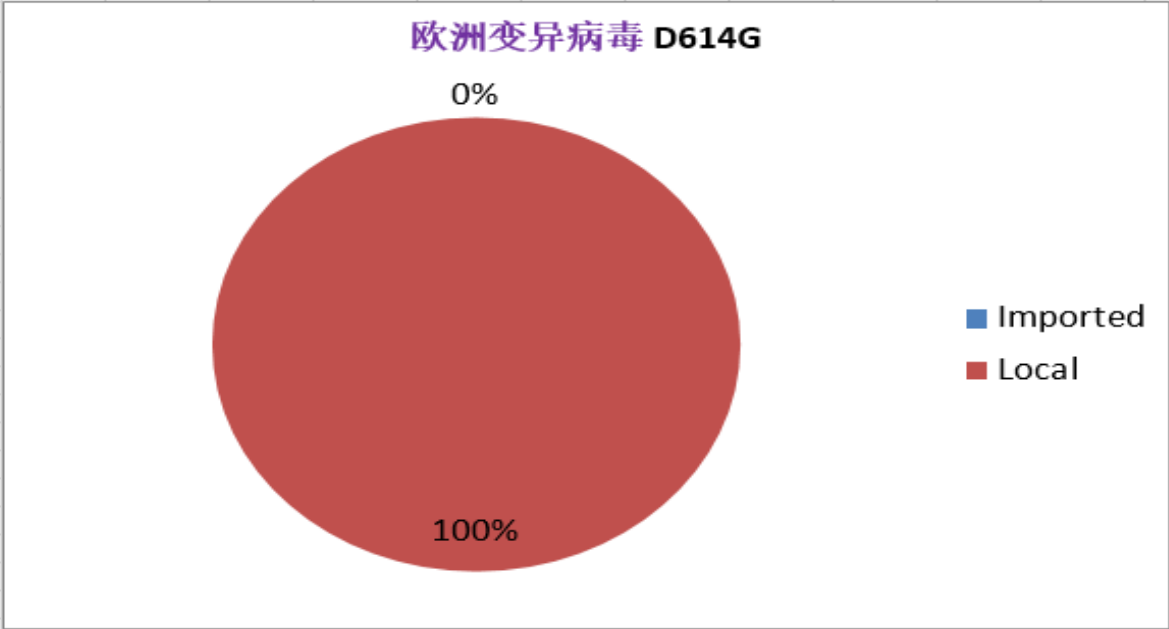
L452R		
Imported	107	98%
Local	2	2%
Total	109	1



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
1	Date	Imported/ Local	D614G																			
2	3/27/2021	Imported																				
3	3/27/2021	Imported																				
4	3/27/2021	Imported																				
5	3/30/2021	Local																				
6	3/30/2021	Imported																				
7	3/30/2021	Imported																				
8	3/30/2021	Imported																				
9	3/31/2021	Local																				
10	3/31/2021	Imported																				
11	3/31/2021	Imported																				
12	4/1/2021	Local																				
13	4/1/2021	Imported																				
14	4/1/2021	Imported																				
15	4/1/2021	Imported																				
16	4/2/2021	Local																				
17	4/2/2021	Imported																				
18	4/2/2021	Imported																				
19	4/2/2021	Imported																				
20	4/2/2021	Imported																				
21	4/2/2021	Imported																				
22	4/3/2021	Imported																				
23	4/4/2021	Imported																				
24	4/4/2021	Imported																				
25	4/4/2021	Imported																				
26	4/5/2021	Local																				
27	4/5/2021	Imported																				
28	4/5/2021	Imported																				
29	4/6/2021	Local																				
30	4/6/2021	Local																				
31	4/6/2021	Imported																				
32	4/7/2021	Local																				
33	4/7/2021	Imported																				
34	4/7/2021	Imported																				
35	4/8/2021	Local																				
36	4/8/2021	Imported																				
37	4/8/2021	Imported																				
38	4/9/2021	Local																				
39	4/9/2021	Imported																				
40	4/9/2021	Imported																				
41	4/9/2021	Imported																				
42	4/10/2021	Imported																				



D614G		
Imported	0	0%
Local	1	100%
Total	1	1



	A	B	C	D	E	F	G	H	I	J	
1	Date	Imported/ Local	From	Variant Virus				Non	Age	Sex	
2				N501Y	E484K	L452R	D614G	V. Virus			
6	3/30/2021	Local						1			
7	3/30/2021	Imported	Ukraine					1			
8	3/30/2021	Imported	Indonesia, Phillippines	3							
9	3/30/2021	Imported	Turkey, Pakistan					2			
10	3/31/2021	Local						1			
11	3/31/2021	Imported	Phillippines, USA	4							
12	3/31/2021	Imported	Turkey					1			
13	4/1/2021	Local						2			
14	4/1/2021	Imported	Indonesia, Phillippines	4							
15	4/1/2021	Imported	Pakistan	2							
16	4/1/2021	Imported	Nepal, Pakistan					5			
17	4/2/2021	Local						7			
18	4/2/2021	Imported	Phillippines	2							
19	4/2/2021	Imported	Indonesia	3							
20	4/2/2021	Imported	Pakistan	2							
21	4/2/2021	Imported	Ireland, Canada					3			
22	4/2/2021	Imported	Rep. of Botswana					2			
23	4/3/2021	Imported	Phillippines	1							
24	4/4/2021	Imported	India, Indonesia	3							
25	4/4/2021	Imported	Phillippines	2							
	4/4/2021	Imported	Indonesia					2			

RESEARCH OBJECTIVES:

1. To explore the **operational definition of Situational leadership** and its interaction with other forms of leadership e.g. transformational and transactional leadership .

2. To examine the **form of leadership** of HKSAR in tackling the Coronavirus pandemic.

3.To examine how the leadership of HKSAR in containing Coronavirus is affected by the Heart issues:

RESEARCH OBJECTIVES:

Anti – HK government political sentiment?

Anti-China political ?

Pro- west human rights concept of individual freedom?

Misinformation / Conspiracy theory?

RESEARCH OBJECTIVES :

B. To examine how performance of HKSAR in containing Coronavirus is affected by the Head issues:

- Strategies by means of **social education , publicity ,or public appeal**
- Strategies by means of **enforcement via legislation, penalty or reward**
- Strategies in respect of **border control** to prevent the infiltration of Coronavirus from foreign countries (via passengers, crew members, cargo handlers and logistic workers (e.g. receptionists, tourist guide, drivers, security guard, cleaners, etc.)
- Strategies for **robust nucleic acid testing, contact tracing, lockdown and quarantine**
- Strategies for **effective vaccination** to attain herd immunity

C.To examine how HKSAR in containing Cornovirus is affected by the Hand issues:

RESEARCH OBJECTIVES :

- In the implementation process- whether the **workforce are capable** in delivering the planned measures (in terms of qualification, adequacy, competence, commitment, diligence, responsibility and efficiency, etc)
- Any **loopholes, contingency or challenges** that the government taskforce may have omitted or failed to tackle in the past.

RESEARCH OBJECTIVES:

4. To find out how **situational leadership and possibly other form of leadership may enable HKSAR to tackle the pandemic more effectively**, and in particular to implement the necessary measures it failed to launch in the past?

CRITICAL **LITERATURE** **REVIEW**

There are some good articles covering China's success in containing the Coronavirus pandemic.

However, there are not many articles commenting on the performance of the HKSAR in combating Coronavirus, for reasons perhaps that it's too early to give any meaningful conclusion at this moment, when the virus is still lingering on with the variant virus threatening society.

CRITICAL LITERATURE REVIEW:

- The relevant literature for review will be those concerning forms and features of effective leadership, such as follows:
- (1) **Transformational leadership**- how HK government should have rallied public support to align with them in solidarity and unity to combat the pandemic;
- (2) **Transactional leadership** - how the HK government could have encouraged public participation in anti-Coronavirus measures by **Carrot and Stick policy** , such as rewarding attractively for diligent compliance, and punishing heavily for breach of preventive measures ;
- (3) **Facilitative leadership** – for the government to take up a proactive role to guide the public to think of how they should respond to the challenge of the pandemic responsibly ;
- (4) **Centralized leadership** – how as if in war time, the HK government could have resorted to militarized style of leadership to plan, execute and enforce combat measures effectively;
- (5) **Situational leadership** – where the HK government can react to different situation / contingency with different form of leadership, ranging from **Servant leadership** in planning and admonition, to **Transformational leadership** in making appeal and education , to **Transactional leadership** in setting appropriate strategies, to **Centralized leadership** in execution and enforcement and **Facilitative leadership** when need to probe public awareness, reflection and voluntary participation.

CRITICAL LITERATURE REVIEW:

- The **3 H theory** developed by professor Eddy Yu is also very relevant and thought- provoking for examining the heart and mind , will and fear of the HK government, together with its savviness in policy making.
- Various global public record - **WHO reports and country reports** will be studied for comparing the appropriateness and effectiveness of the anti-virus measures adopted by the HK government.
- (The list of relevant research materials and literature are set out in the
Appendix)

RESEARCH DESIGN:

A. Study into the conduct and policies of the HK government. Assessment of its success or failure will be made by the following methods :

- (a) **Examination into the daily announcement or speeches** by the HKSAR, CE and/or other departmental head .
- (b) **Survey over a sample of people (about 50 to 100)** from all walks of life (including males and females, HK residents and non -residents , Chinese and foreigners, students, workers, housewives , teachers, professionals and businessmen , over different age spans from 18 to 75 and of different political, social and economic background) to **check out the consumer perception** of the performance of HKSAR in combating Coronavirus.

RESEARCH DESIGN

Two sample Questionnaire are enclosed with this presentation to show how the intended issues are explored with the interviewees.

The **time frame** for the survey is estimated to be **2 weeks**.

The questionnaire will be sent out to intended interviewees via **WhatsApp , WeChat or at face- to -face meetings** .

The survey will be anonymous and the participants will be rewarded with a nominal honorarium of around HK\$100 as a token of thanks .

RESEARCH DESIGN

(c) **Deep qualitative interview with at least 10 persons** (from a sampling of different background)- to solicit deeper understanding of the inner thoughts, feeling and opinion of the sampling group.

(d)**Study of the WHO reports** – to find out if any recommendation applicable for improvement of strategies in HK.

(e) **Comparison with strategies of other countries** with successful experience e.g. China and New Zealand, by resorting to Country reports, press release and newspaper record .

RESEARCH DESIGN

B. **Descriptive analysis** will be adopted for analyzing the phenomenon behind the containment performance of HKSAR.

C. **Critical review of the literature** will be carried out to provide theoretical basis for the arguments, observation and suggestions.

D. **Qualitative, Inferential and Reductive approach will be used** to assess the relevancy and significance of the factors contributing to the performance of leadership of HKSAR.

EXPECTED FINDING

1. **The flexibility of adopting different form of management in Situational leadership** could have enabled HKSAR to tackle the Coronavirus challenge more effectively – for it can shifting from Transactional leadership to Transformational leadership (for arousing people's support and solidarity) to Facilitative leadership (for probing people's self reflection and recognition) and to **Centralized leadership** (for effective execution of policies) in moments of urgency .

2. The flexibility of Situation leadership – in **not sticking to any fixed form of thinking or management** could have enabled HKSAR to **ignore political concerns** of the public , and to freely learn from the successful experience in China.

3. **HKSAR is not yet ready for another attack** by Coronavirus or its variants. The following measures must be stepped up at the earliest possible time for the betterment of the lives and safety of the people of HK:

CONCLUSIONS AND SUGGESTIONS :

1. **Establish Health QR Code and/or Vaccine passport** for all HK residents and visitors to enable robust contact tracing and keeping off the potential infectious people .

2. **Enforce regular mandatory nucleic acid testing** to locate infectious people and cut off the transmission link .

3. **Enhance technology to enable quick group testing method** to facilitate large scale mandatory nucleic acid testing within a short of period of time

4. **Be prepared for necessary comprehensive lock down** of part or whole of the city within a short period of time to achieve maximum form of detection and tracking of virus

CONCLUSIONS & SUGGESTIONS

5. Enforce mandatory vaccination in all industries , commercial units, schools and government sectors. (save for people with good medical proof of unsuitability for vaccination)

- The Government should provide **more choice of vaccines** at least two more types as initially indicated) –to include 国药 and Pfizer / Moderna if possible.
- **Reward for compliance** with testing, quarantine, lock down and vaccination should come from the government (e.g. **HK\$10,000 for full vaccination**),
- **Donations** from commercial sectors (in HK or China) for compliance (e.g. lucky draw) should also be actively encouraged.

CONCLUSIONS & SUGGESTIONS

6. **Implement water- tight border control** not just for passengers, but also **for all frontline workers in the quarantine supply chain** (e.g. flight crew members , cargo / luggage handlers, logistics/ catering/delivery /cleaning workers, receptionists, shuttle bus/taxi drivers, hotel workers, repair and maintenance workers) who may come into contact with people entering HK.

The above suggestions are believed to be **significant contribution** of this empirical and qualitative study for the betterment of life and safety of HK at large.

LIMITATIONS

- **Political /social bias** may play a role in the assessment of the performance of HKSAR leadership in tackling the Coronavirus pandemic.
- The sample of **50 to 100 interviews may not be enough** to reflect a sufficiently representative sampling data for the reductive and inferential exercise.
- The relatively **few peer-reviewed study of the Situational leadership** and its interaction with other form of leadership may render the operational definition of Situational leadership in uncertainty.

FURTHER RESEARCH INTEREST

- The research into the **applicability of Situation leadership in the Asian context**, whether in government and/or in commercial sector is definitely an interesting development for the future.
- The rising of the notion of **Centralized leadership** , as opposed to Autocratic leadership , is another new notion that comes along with the special type of Socialist form of Chinese leadership .
- If HKSAR turns out to be successful in containing the variant virus, its successful experience will be a good example for other countries to emulate and model after.

APPENDIX



RESEARCH MATERIALS

- Refencing materials:
- Latest situation of coronavirus disease (COVID-19) in Hong Kong
- <https://chp-dashboard.geodata.gov.hk/covid-19/en.html>
- coronavirus website of HKSAR
- <https://www.coronavirus.gov.hk/eng/index.html>
- Compulsory testing for certain persons
- <https://www.coronavirus.gov.hk/eng/compulsory-testing.html#arriving>
- Prevention and Control of Disease (Compulsory testing for certain persons)Regulation Cap.599J
- Comes into operation on 15 November 2020
- Notice of arrangements for compulsory testing (2. 8. 2021)
- https://www.coronavirus.gov.hk/pdf/CTN_Specified_premises_and_Dates_of_Testing.pdf
- Covid-19 Vaccination programme statistics (2.8.2021)
- <https://www.info.gov.hk/gia/general/202108/02/P2021080200877.htm>
- Mobile specimen collection stations in various districts
- <https://www.communitytest.gov.hk/en/station/>

RESEARCH MATERIALS

- Government announcement - Tighter border control measures set (3. 8. 2021)
- https://www.news.gov.hk/eng/2021/08/20210802/20210802_181121_697.html?type=category&name=covid19
- Government tightens border control measures to build anti-epidemic barrier
- <https://www.info.gov.hk/gia/general/202108/03/P2021080200985.htm>
- Number of COVID-19 cases reported in countries/areas
- https://www.chp.gov.hk/files/pdf/statistics_of_the_cases_novel_coronavirus_infection_en.pdf
- Statistics on testing for COVID-19 in Hong Kong
- https://www.chp.gov.hk/files/pdf/statistics_on_covid_19_testing.pdf
- https://www.coronavirus.gov.hk/eng/index.html#Updates_on_COVID-19_Situation
- Prevention and control measures for persons traveling to Guangdong and Macao from HK& recognized medical testing institutions for COVID-19 nucleic acid test
- https://www.coronavirus.gov.hk/eng/recognised_testing_institutions.html
- Local COVID-19 nucleic acid testing institutions recognized by the HKSAR Government
- https://www.coronavirus.gov.hk/pdf/List_of_recognised_laboratories.pdf

RESEARCH MATERIALS

- Government announcement - Tighter border control measures set (3. 8. 2021)
- https://www.news.gov.hk/eng/2021/08/20210802/20210802_181121_697.html?type=category&name=covid19
- Government tightens border control measures to build anti-epidemic barrier
- <https://www.info.gov.hk/gia/general/202108/03/P2021080200985.htm>
- Number of COVID-19 cases reported in countries/areas
- https://www.chp.gov.hk/files/pdf/statistics_of_the_cases_novel_coronavirus_infection_en.pdf
- Statistics on testing for COVID-19 in Hong Kong
- https://www.chp.gov.hk/files/pdf/statistics_on_covid_19_testing.pdf
- https://www.coronavirus.gov.hk/eng/index.html#Updates_on_COVID-19_Situation
- Prevention and control measures for persons traveling to Guangdong and Macao from HK& recognized medical testing institutions for COVID-19 nucleic acid test
- https://www.coronavirus.gov.hk/eng/recognised_testing_institutions.html
- Local COVID-19 nucleic acid testing institutions recognized by the HKSAR Government
- https://www.coronavirus.gov.hk/pdf/List_of_recognised_laboratories.pdf

RESEARCH MATERIALS

- List of collection points under the Department of health for submission of specimens for COVID-19 testing

- https://www.chp.gov.hk/files/pdf/list_of_collection_points_en.pdf

Letter to doctors: Preparation for the issuance of compulsory testing direction

- https://www.fhb.gov.hk/download/press_and_publications/otherinfo/201100_compulsory_testing_direction/Letter_to_Doctors_with_direction_sample.pdf

- List of flights/trains/ships/vehicles taken by confirmed or probable cases of COVID-19 (from 2 days before onset of symptoms, or taken by 20 or more confirmed or probable cases during incubation period)

- https://www.chp.gov.hk/files/pdf/flights_trains_en.pdf

- Latest situation of cases of COVID -19 (as of 3. 8. 2021)

- https://www.chp.gov.hk/files/pdf/local_situation_covid19_en.pdf

- List of buildings with confirmed /probable cases of COVID-19

- https://www.chp.gov.hk/files/pdf/building_list_eng.pdf

RESEARCH MATERIALS

- Quarantine facilities
- https://www.chp.gov.hk/files/pdf/quarantine_centre_en.pdf
- Compulsory quarantine of certain persons arriving at Hong Kong regulation (Cap. 599C)
- Previously reported cases since Jan, 2020
- https://www.chp.gov.hk/files/xls/previous_cases_covid19_en.xlsx
- Situation on public hospitals and confirmed cases
- https://www.ha.org.hk/haho/ho/cc/ha_situation_and_confirm_en.pdf
- Control points for passengers
- <https://www.coronavirus.gov.hk/eng/control-points.html>
- Designated hotels for quarantine
- <https://www.coronavirus.gov.hk/eng/designated-hotel.html>

REFERENCE MATERIALS

- 香港疫情处理措施:
- Wiki:
<https://zh.wikipedia.org/wiki/2019%E5%86%A0%E7%8B%80%E7%97%85%E6%AF%92%E7%97%85%E9%A6%99%E6%B8%AF%E7%96%AB%E6%83%85%E7%9B%B8%E9%97%9C%E7%88%AD%E8%AD%B0>
- BBC: 香港新冠疫情反覆爆發 各項應對措施被指漏洞遍地
- <https://www.bbc.com/zhongwen/trad/chinese-news-55098393>
- 中国疫情处理措施: 《抗击新冠肺炎疫情的中国行动》白皮书
- http://www.gov.cn/zhengce/2020-06/07/content_5517737.htm
- 新加坡抗击疫情措施:
- BBC: 新冠大流行按流感處理 如何看待新加坡抗疫新思路
- <https://www.bbc.com/zhongwen/trad/world-57747712>
- pdf: 新加坡抗击新冠疫情的前100天: 思路、措施、影响
- http://www.cikd.org/fileCache/pdf/2/2_%e6%96%b0%e5%8a%a0%e5%9d%a1%e6%8a%97%e5%87%bb%e7%96%ab%e6%83%85-2020708_update--C.pdf

REFERENCE MATERIALS

- WIKI: 2019冠狀病毒病新加坡疫情
<https://zh.wikipedia.org/wiki/2019%E5%86%A0%E7%8B%80%E7%97%85%E6%AF%92%E7%97%85%E6%96%B0%E5%8A%A0%E5%9D%A1%E7%96%AB%E6%83%85>
- 纽西兰抗击疫情措施:
- **News:** 新西兰为何能成为第一个清零的西方国家
- https://www.sohu.com/a/400528071_260616
- **News:** 新西兰成功抗疫——国家团结、民众对领导人信任发挥关键作用
- <https://news.un.org/zh/story/2020/04/1055962>
- Wiki: 2019冠狀病毒病新西兰疫情
- <https://zh.wikipedia.org/wiki/2019%E5%86%A0%E7%8B%80%E7%97%85%E6%AF%92%E7%97%85%E6%96%B0%E8%A5%BF%E8%98%AD%E7%96%AB%E6%83%85>
- 泰国抗击疫情措施:
- **Wiki:** 2019冠狀病毒病泰国疫情
<https://zh.wikipedia.org/wiki/2019%E5%86%A0%E7%8B%80%E7%97%85%E6%AF%92%E7%97%85%E6%B3%B0%E5%9C%8B%E7%96%AB%E6%83%85>

LITERATURE MATERIALS

- Yu, E., 2021. "An analysis of China's strategy in combating the coronavirus pandemic with the 3H framework". *Public administration and policy : An Aisa-Pacific Journal*, vol.24,no.1. [Online] Available at:

- < <https://www.emerald.com/insight/content/doi/10.1108/PAP-12-2020-0055/full/html> > [Accessed 3 July 2021].
- Coyne, K.P. & Horn, J. 2009, "Predicting your competitor's reaction", *Harvard business review*, [Online], vol. 87, no. 4, pp. 90.
- Porter, M.E. 1985, *Competitive advantage: creating and sustaining superior performance*, 1st Free Press export edn, Free Press, London;New York, NY;.
- McNutt, P. "Decoding Strategy: Patterns and Predictions, Second Edition", Manchester Business School.
- Alliance Manchester Business School. "Strategy and Competition: Economics of Strategy (Besanko custom book) ".
- Marquardt, M J., 2014. *Leading with Questions : How Leaders Find the Right Solutions by Knowing What to Ask*. USA: Jossey-Bass
- Mintzberg , H.,2013. *Simply Managing*. USA: Berrett-Koehler Publishers, Inc.
- Henry , Jane,1991. *Judgment: Chapter 14 in Creative Management*, pp. 177-192. London: Sage Publications
- Cunliffe, Ann L.,2016. Republication of "On Becoming a Critically Reflexive Practitioner. *Journal of Management Education*, 40(6), pp. 747-768

LITERATURE MATERIALS

- Shotter, J. and Tsoukas, H., 2013. In Search of Phronesis: Leadership and the Art of judgment
- *Academy of Management Learning & Education*, 13, no.2, pp. 224-243
- Tichy, N. and Bennis, W., 2007. Making judgment Calls - The ultimate act of leadership. *Harvard Business Review*, pp. 94
- Magretta, J. and Stone, N., 2003. *Value Creation: From the Outside in: Chapter 1 in What management is : how it works and why it's everyone's business*, pp.19-42. Profile Books.
- Claxton, G., 1997. *The Speed of Thought: Chapter 1 in "Hare brain, Tortoise mind: why intelligence increases when you think less*, pp. 1-14. London: Fourth Estate.
- Garvin, D. and Roberto, M., 2001. What you don't know about making decisions. *Harvard Business Review*, pp. 108.
- Wiley J., 2006. *Facilitating to lead*. USA: Jossey-Bass.
- Peterson, T. and Lunsford, D., 1998. Parallel thinking: A technique for group interaction and problem solving. *Journal of Management Education*, 22, pp.537-554.
- Quinn, R. and Thakor, A., 2018. Creating a purpose-driven organization – How to get employees to bring their smarts and energy to work. *Harvard Business Review*, July-August, pp. 78.
- Gratton, L. and Ghoshal, S., 2002. Improving the Quality of Conversations. *Organizational Dynamics*, 31 (3), pp.209-223.
- Barker, A., 2019. *Improve your communication skills : How to build trust, be heard and*