



APPLIES TO ACADEMIC YEAR 2004/2005

GRA 6826 Strategic Leadership and Change

Program

Advanced Specialization Course (MSc), Master of Business and Economics Program, Master of Science in Business (Strategy), Master of Science in Management

Responsible for the course

Mark Kriger

Department

Strategy and Logistics

Term

According to study plan

ECTS Credits

6

Objective

The objective of this course is to use a combination of leading edge books, articles, and cases to understand: 1) where the sub-fields of strategic leadership and change are heading; 2) what the emerging problems are; and 3) the likely avenues for solution.

Students are expected to leave the course able to analyze complex strategic leadership and change problems and create detailed plans for action based on extant theory. The course intends to :

- develop your understanding of where the fields of strategic leadership and change are heading and likely to be extended in the future;
- develop your competence in understanding strategic change and renewal in increasingly global business environments; and
- further your understanding of strategic leadership and change from psychological, social psychological and economic perspectives.

Issues to be covered will include:

1. Models of strategic leadership
2. Leadership in top management teams
3. Composition of top management teams
4. Strategic leadership in global organizations
5. Executive selection, compensation and succession
6. Alternative emerging paradigms

Prerequisites

Foundations of Strategy Analysis

Compulsory literature

Finkelstein, Sydney and Donald C. Hambrick. 1996. *Strategic leadership: Top executives and their effects on organizations*. St. Paul, MN: West Publishing.

Gerstner, Lous V. Jr. 2003. *Who says elephants can't dance? : Inside IBM's historic turnaround*. New York: HarperBusiness.

Articles from major journals (**ASQ**, **AMJ**, **AMR**, **AME**, **Leadership Quarterly**) that are considered to be at the 'cutting edge' of the field

Recommended literature

Chapters 10, "Leading Change in Organizations," and 12 "Strategic Leadership by Executives," in Yukl, G. 2002. *Leadership in organizations*. 5th ed. Upper Saddle River, NJ: Prentice-Hall.

Course outline

·Why is strategic leadership so complex?

- How do top executives matter?
- Strategic leadership as a dynamic process
- Transactional and transformational leadership models applied to executive leaders
- The complementary roles of planning and vision in strategic change
- Leading strategic change in organizations

Computer-based tools

None, except Blackboard/homepage

Course structure

A combination of lectures with active class participation and discussion of in-depth leadership and change cases that focus on theories, models and practices for effective strategic leadership and change.

Evaluation

25% Class Participation

50% Final Term Paper

25% Applied case analysis utilizing alternative theoretical frameworks

Evaluation code(s)

GRA68261

Aids at the examination

Not applicable - no final exam

Makeup exam

Next time the course is offered