



APPLIES TO ACADEMIC YEAR 2005/2006

## 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

GRA6824 Foundations of Strategy Analysis

For students majoring in International Management the course GRA6331 The International Firm is also accepted as a prereq.

### Compulsory literature

#### Books:

Collins, Jim.. 2001. Why some companies make the leap . . . and others don't. London: Random House Business Books  
Finkelstein, Sydney and Donald C. Hambrick.. 1996. Strategic leadership: Top executives and their effects on organizations. St. Paul, MN: West Publishing  
Gerstner, Louis V. 2003. Who says elephants can't dance? : how I turned around IBM. London: HarpersBusiness  
Yukl, Gary.. 2005. Leadership in organizations. 6th ed. Upper Saddle River, NJ: Prentice-Hall.

#### Articles:

A set of articles

### Recommended literature

**Course outline**

- Why is strategic leadership so complex?
- 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**

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee.