



APPLIES TO ACADEMIC YEAR 2006/2007

GRA 6826 Strategic Leadership and Change

Program

Advanced Specialization Course (MSc), Master of Science in Business and Economics, Master of Science in Business and Economics (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 accepted as a prereq.

Compulsory literature

Books:

Gerstner, Louis V. 2003. Who says elephants can't dance? : how I turned around IBM. London: HarpersBusiness

Yukl, Gary A. 2006. Leadership in organizations. 6th ed. Upper Saddle River, NJ: Prentice-Hall

Articles:

A required set of recent articles from Journals such as Leadership Quarterly and Strategic Management Journal

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

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% Quality and Depth of Class Participation

50% Final Term Paper and Oral Presentation

25% Applied case analysis utilizing alternative theoretical frameworks

All parts of the evaluation need to be passed in order to get a grade in the course.

Evaluation code(s)

GRA68261 accounts for 100 % of the final grade in the course GRA 6826.

Aids at the examination

Not applicable

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.

Honor Code

Academic honesty and trust are important to all of us as individuals, and they are encouraged and promoted by the honor system. This is a most significant university tradition. The honor system is the responsibility of students. As faculty, we share the commitment to the ideals of the honor system.

At no time should notes or papers or personal consultations based on previous semesters of this course be used. As part of the honor code papers handed in as part of the course is, at the discretion of the professor, scanned for plagiarism. We are using Safe Assignment in Black Board for this purpose. Any violation of the honor code will be dealt with in accordance with BI's procedures on cheating. These issues are a serious matter to everyone associated with the program. They are at the heart of the Honor Code and academy integrity. If you have any questions about your responsibilities under the honor code, please ask.