



APPLIES TO ACADEMIC YEAR 2008/2009

## 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)

### Responsible for the course

Mark Kriger

### Department

### Term

According to study plan

### ECTS Credits

6

### Language of instruction

English

### Learning outcome

What the student can expect to have learned after completing the course:

1. understanding of where the field of strategic leadership is heading and likely to be extended in the future;
2. competence in understanding strategic change and renewal in increasingly global business environments;
3. understanding of strategic leadership and change from a multi-disciplinary perspective, including psychological, social psychological and economic perspectives;
4. an ability to analyze an organization at multiple levels and from the vantage-point of a top manager or CEO.

### Issues to be covered will include:

Alternative models of strategic leadership  
Leadership in top management teams  
The dynamics of strategic leadership  
Strategic leadership in global organizations  
Alternative paradigms of strategic change

### 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: Harper Collins

Yukl, Gary A. 2005. Leadership in organizations. 6th ed. Upper Saddle River: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?
- How does strategic leadership 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**

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.

In this course class attendance is mandatory. Unexcused absence can result in a lower score. Specific Information regarding student evaluation will be provided in class.

**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**

Exam aids at written examinations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary.

<http://www.bi.edu/studenthandbook/examaids>

**Makeup exam**

Re-takes are only possible at the next time a course will be held. When the course evaluation has a separate exam code for each part of the evaluation it is possible to retake parts of the evaluation. Otherwise, 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 represent values that are encouraged and promoted by the honor code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honor code system, to which the faculty are also deeply committed.

Any violation of the honor code will be dealt with in accordance with BI's procedures for cheating. These issues are a serious matter to everyone associated with the programs at BI and 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.