



APPLIES TO ACADEMIC YEAR 2010/2011

GRA 6826 Strategic Leadership

Programme

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

Responsible for the course

Department

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

The course is cancelled spring 2011 and students are registered for GRA 6823 instead.

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

Compulsory reading

Books:

Gerstner, Louis V. 2003. Who says elephants can't dance? : how I turned around IBM. London : Harper Collins
Yukl, Gary A. 2010. Leadership in organizations. 7th ed. Upper Saddle River, N.J. : Pearson Prentice Hall

Articles:

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

Other:

During the course there may be hand-outs and other material on additional topics relevant for the course and the examination.

A list of compulsory readings will be provided on It's learning or in class.

Recommended reading

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

It's learning/homepage

Learning process and workload

A course of 6 ECTS credits corresponds to a workload of 160-180 hours.

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.

Please note that it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/It's learning or text book.

Examination

1. 25% Quality and Depth of Class Participation as well as Oral Presentation of Final Project Paper
 2. 50% Final Term Paper
 3. 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.

In this course class attendance is mandatory. Unexcused absence can result in a lower score. Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation.

This is a course with continuous assessment (several exam elements) and one final exam code. Each exam element will be graded using points on a scale (e.g. 0-100). The elements will be weighted together according to the information in the course description in order to calculate the final letter grade for the course. You will find detailed information about the point system and the cut off points with reference to the letter grades on the course site in It's learning.

Examination code(s)

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

Examination support materials

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>

Re-sit examination

It is only possible to retake an examination when the course is next taught.

The assessment in some courses is based on more than one exam code.

Where this is the case, you may retake only the assessed components of one of these exam codes.

Where this is not the case, all of the assessed components of the course must be retaken.

All retaken examinations will incur an additional fee.

Additional information

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 academic integrity. If you have any questions about your responsibilities under the honor code, please ask.