



APPLIES TO ACADEMIC YEAR 2012/2013

GRA 6835 The Practicing Strategist: Leadership and Implementation

Programme

Master of Science in Business and Economics

Responsible for the course

Mark Kriger

Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

- This course is intended to be a final integrative course for MSc majors in Strategy. The course will address the following four areas:
- Strategic Leadership (4 sessions)
- Strategic Thinking Processes (2 sessions)
- Strategy Implementation and Practice(4 sessions)
- Integrative Models and Frameworks for Strategy(2 sessions)

Learning outcome

1. To gain competence in strategy implementation and leadership in increasingly turbulent business environments;
2. To understand strategic leadership and implementation processes from an integrative, multi-level perspective, multi-disciplinary (including economic, sociological, psychological, and social psychological perspectives).
3. To build on and to integrate the previous required courses in the MSc in Strategy program.

Prerequisites

This course is intended to be the last required course in the Master of Science in Strategy Programme.

Compulsory reading

Books:

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

Collection of articles:

Compendium consisting of assorted articles from major journals such as ASQ, AMJ, AMR, AME, ASQ, Strategic Management Journal, Journal of Strategy and Management, Long Range Planning, Sloan Management Review and Harvard Business Review that are considered to be at the 'cutting edge' of the field.

Other:

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

Recommended reading

Course outline

1. The complexity and dimensions underlying strategic leadership
2. The ways in which strategic leaders can make a difference in achieving firm objectives
3. Strategic leadership and thinking as dynamic processes
4. Alternative implementation models (emerging and traditional)

5. The balancing of dynamics required of the practicing strategist: complementary roles of planning, control and vision in effective long-term strategy implementation
6. Leading long-term implementation processes in organizations in today's turbulent world.

Computer-based tools

It's learning

Learning process and workload

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

Please note that while attendance is not compulsory in all courses, 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. Active oral class participation as well as presentation of the final project paper (20% of final grade) with emphasis on executive leadership and strategy theories effective implementation.
2. A short paper (2 pages, plus exhibits and references) that is to focus on the application of theories, models and practices for effective strategic leadership and strategy implementation. (20% of final grade) - to be written in pairs.
3. Two short case analyses (2 pages each, plus exhibits and references) that is to focus on the application of theories, models and practices to two complex business cases involving effective strategic leadership and strategy implementation. (20% of final grade) - to be written in groups of four.
4. A final project paper that requires students to utilize theories and readings to analyze a complex, recent or on-going organizational change or renewal process of their choice, after instructor approval. (40% of final grade)
- to be written in pairs.

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)

GRA 68351 accounts for 100% of the final grade in GRA 6835

Examination support materials

N/A. 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.