



Course and Examination Fact Sheet: Autumn Semester 2018

7,220: The Global Leader and Managerial Effectiveness

ECTS credits: 4

Overview examination/s

(binding regulations see below)

Decentral - Active participation (25%)

Decentral - examination paper written at home (individual) (50%)

Decentral - Group examination paper with presentation (all given the same grades) (25%)

Attached courses

Timetable -- Language -- Lecturer

[7,220,1.00 The Global Leader and Managerial Effectiveness](#) -- Englisch -- [Aschari Omid](#) , [Jäger Urs](#)

Course information

Course prerequisites

This course is open to students from following programs:

- Master of Arts in Strategy and International Management (14 places available)
- Master of Arts in International Affairs (10 places available)
- Guest students at the Master's Level (6 places available).

The allocation to this course is organized via a special application process (SBV) and not via the regular bidding process. SIM, MIA and guest students at the Master's level may apply by sending an email to boryana.milova@unisg.ch from 23 August 2018, 15:00, until 10 September 2018, noon, mentioning their matriculation number, full name and program.

Students are allocated to the course on first-come, first-serve basis. As of 10 September 2018, noon, the allocation to the course is final and changes are not possible anymore.

Course content

The two main blocks, though different by topical focus, complement and build on each other. While in the first the focus is on learning how to increase one's personal impact as a future leader within the dynamics of a global, diverse and multi-faceted context, the second block zooms into aspects that determine how to succeed as a business leader in the context of emerging markets and the interface to so-called informal and formal markets. In the following, an overview:

In the first block, participants explore the contours of the kind of leadership mindset and attitude as well as key principles and qualities that are required to successfully cope with the new challenges of our time. Based on research and practice-proven frameworks, students learn a distinct set of concrete behavioral strategies that enables them to boost their leadership effectiveness, thereby gain additional personal confidence and develop deeper insights of the new priorities and responsibilities of rising leaders of tomorrow.

Block I objectives:

- Exploring one's own leader potential, unearthing and challenging core assumptions
- Understanding the nature of social/corporate transformation and the link to leadership as a main driver
- Learning research-based and practice-proven behavioral dimensions and strategies to boost personal leadership effectiveness, especially in a global, diverse environment

In the second block, students learn about incorporating social/environmental issues (also discussed as sustainability) into business strategy in order to improve competitiveness in emerging markets. The focus of this block is not on



social/environmental issues per se. It is on strategy and how solutions to social/environmental challenges can be incorporated into a business strategy for increased competitiveness in emerging markets.

Block II objectives:

- Learning about informal markets when aiming for business success in emerging markets
- Learning a framework of Inclusive Strategies that provide orientation when reflecting action between formal and informal markets
- Understanding main issues discussed in the research on strategy in informal, emerging markets
- Reflecting insights in respect to leadership as a main transformation driver in emerging markets

Course structure

The course will be carried out in a kick-off session early in the term and two block sessions in the fall break. Core elements are group presentations, lectures and plenary discussions, complemented by creative group learning formats, guest speakers, interviews and self-assessments.

1. Kick-off session (Aschari): Orientation and course instructions; group coordination.
2. Block I (Aschari): The Global Leader
 - a. Building personal leadership capacity to succeed in diverse environments
 - b. Corporate transformation and how to lead future-oriented organizations
 - c. Learning behavioral key strategies to increase personal leadership effectiveness
3. Block II (Jäger): Managerial Effectiveness
 - a. Distinct leadership challenges in emerging countries
 - b. Learning from organizations acting in emerging markets of Latin America
 - c. Management in informal markets (market actors from the Base of the Pyramid) and their interface with formal markets

Course literature

Compulsory and supplementary readings including cases will be provided on StudyNet at a later stage. Some paper-based readings will be made available, as well.

Additional course information

We are looking forward to an inspiring, interactive and thought-provoking class. This requires active, open-minded and motivated participants, that dare to imagine the future, ask questions, voice their opinions and contribute to lively and constructive discussions, debates and presentations.

Examination information

Examination sub part/s

1. Examination sub part (1/3)

Examination time and form

Decentral - Active participation (25%)

Remark

--

Examination-aid rule

Practical examination

No examination-aid rule is necessary for such examination types. The rules and regulations of the University of St. Gallen apply in a subsidiary fashion.

Supplementary aids

--



Examination languages

Question language: English

Answer language: English

2. Examination sub part (2/3)

Examination time and form

Decentral - examination paper written at home (individual) (50%)

Remark

--

Examination-aid rule

Term papers

- Term papers must be written without anyone else's help and in accordance with the known quotation standards, and they must contain a declaration of authorship.
- The documentation of sources (quotations, bibliography) has to be done throughout and consistently in accordance with the APA or MLA standards. The indications of the sources of information taken over verbatim or in paraphrase (quotations) must be integrated into the text in accordance with the precepts of the applicable quotation standard, while informative and bibliographical notes must be added as footnotes (recommendations and standards can be found, for example, in METZGER, C. (2017), *Lern- und Arbeitsstrategien* (12th ed., Cornelsen Schweiz).
- For any work written at the HSG, the indication of the page numbers both according to the MLA and the APA standard is never optional.
- Where there are no page numbers in sources, precise references must be provided in a different way: titles of chapters or sections, section numbers, acts, scenes, verses, etc.
- For papers in law, the legal standard is recommended (by way of example, cf. FORSTMOSER, P., OGOREK R. et SCHINDLER B. (2018, *Juristisches Arbeiten: Eine Anleitung für Studierende* (6. Auflage), Zürich: Schulthess, or the recommendations of the Law School).

Supplementary aids

--

Examination languages

Question language: English

Answer language: English

3. Examination sub part (3/3)

Examination time and form

Decentral - Group examination paper with presentation (all given the same grades) (25%)

Remark

--

Examination-aid rule

Term papers

- Term papers must be written without anyone else's help and in accordance with the known quotation standards, and they must contain a declaration of authorship.
- The documentation of sources (quotations, bibliography) has to be done throughout and consistently in accordance with the APA or MLA standards. The indications of the sources of information taken over verbatim or in paraphrase (quotations) must be integrated into the text in accordance with the precepts of the applicable quotation standard, while informative and bibliographical notes must be added as footnotes (recommendations and standards can be found, for example, in METZGER, C. (2017), *Lern- und Arbeitsstrategien* (12th ed., Cornelsen Schweiz).
- For any work written at the HSG, the indication of the page numbers both according to the MLA and the APA standard is never optional.
- Where there are no page numbers in sources, precise references must be provided in a different way: titles of chapters or sections, section numbers, acts, scenes, verses, etc.



- For papers in law, the legal standard is recommended (by way of example, cf. FORSTMOSER, P., OGOREK R. et SCHINDLER B. (2018, Juristisches Arbeiten: Eine Anleitung für Studierende (6. Auflage), Zürich: Schulthess, or the recommendations of the Law School).

Supplementary aids

--

Examination languages

Question language: English

Answer language: English

Examination content

The content of the course (required literature, discussions, inputs and slides used during the sessions) is relevant for the exam components. In the kick-off session, precise instructions for each component is provided. Also, the lecturers are closely aligned and will ensure that study efforts stay within the limits of a 4-credit course.

Examination relevant literature

Examination literature relevant for the two blocks will be provided on StudyNet within 4 weeks as of the start of the course. Additional sources will be made available prior to the start of the block sessions.

Please note

We would like to point out to you that this fact sheet has absolute priority over other information such as StudyNet, faculty members' personal databases, information provided in lectures, etc. When will the fact sheets become binding?

- Information about courses and examination time (central/decentral and grading form): from the start of the bidding process on 23 August 2018
- Information about decentral examinations (examination-aid rule, examination content, examination relevant literature): after the 4th semester week on 15 October 2018
- Information about central examinations (examination-aid rule, examination content, examination relevant literature): from the start of the enrolment period for the examinations on 05 November 2018

Please look at the fact sheet once more after these deadlines have expired.