



Course and Examination Fact Sheet: Autumn Semester 2019

7,204: Strategic Leadership

ECTS credits: 4

Overview examination/s

(binding regulations see below)

Central - Written examination (50%, 60 mins.)

Decentral - Presentation (in groups - all given the same grades) (50%)

Attached courses

Timetable -- Language -- Lecturer

[7,204,1.00 Strategic Leadership](#) -- Englisch -- [Bruch Heike](#)

Course information

Course prerequisites

There are no formal prerequisites for this course.

Course content

Topics of this course include contemporary issues and perspectives on strategic leadership.

It is the responsibility of a strategic leader to ensure the sustainable development of their organizations. This includes providing direction and vision, setting the tone for the organization, finding creative solutions to complex challenges and translating strategy into action. Ultimately, strategic leadership is winning people for the strategic initiatives and actions.

We will discuss challenges associated with strategic leadership on a personal, team and organizational level. Topics include

- the role of a strategic leader (leadership personality and values),
- characteristics and dynamics of high performance teams,
- strategic organizational issues (energy, leading in times of crisis, inspirational leadership, organizational culture) and
- current trends (demographic change and health-oriented leadership, new work and leadership).

Course Objectives:

- Knowledge
 - Know the basic theoretical approaches to strategic leadership
 - Understand and interpret strategic leadership activities
 - Integrate tenets of various theoretical constructs to make decisions, solve problems and develop plans for leadership issues
- Skill
 - Apply theoretical constructs on practical problems: Select and apply concepts that are most relevant and helpful in a particular situation and develop specific recommendations
- Attitude
 - Build a critical, analytical, and creative mindset regarding strategic leadership challenges

Course structure

The course will include theoretical input, class and case discussions in collaboration with several firm representatives and a final project work.

Introduction: The Role of Strategic Leadership in the 21st Century



- A Personal Perspective on Leadership (Leadership Personality; Emotional Intelligence; Values and Integrity)
- A Team Perspective on Leadership (Characteristics of High Performance Teams; Conflict and Collaboration)
- An Organization Perspective on Leadership (Strategic Leadership through the lense of Organizational Energy; Leading in Times of Crisis; Inspiration and Growth; Organizational Culture; Current Trends)
- Practice Day "Consultant for a Day" with guests from practice (project work I)
- Leadership Practice Day at a partner company (project work II)

Course literature

All material (and the corresponding literature) will be published and updated on studynet during the course. Attached you can find the required and additional material from last year.

Block I Required Reading

- Collins, J. (2001). Good to Great. New York: HarperCollins Publishers Inc. Chapter 1 & 2
- Ireland R.D., and Hitt M.A. (1999). Achieving and maintaining strategic competitiveness in the 21st century: The role of strategic leadership. *Academy of Management Executive*, 2005, Vol. 19, No. 4, 63-77.
- Waldman, D. A., & Yammarino, F. J. (1999). CEO charismatic leadership: Levels-of-management and levels-of-analysis effects. *Academy of Management Review*, 24(2), 266-285.
- Watkins, M.D. (2012). How Managers become Leaders. *Harvard Business Review*, June 2012, 65-72.
- Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: a qualitative and quantitative review. *Journal of applied psychology*, 87(4), 765.
- Yukl, G. (2002). Leadership in Organizations. Upper Saddle River, N.J.: Prentice Hall., 191-192. Additional Reading
- Shamir, B. R, House, J. & Michael B. (1993). The Motivational Effects of Charismatic Leadership: A Self-Concept Based Theory. *Organization Science*, 1993, 4(4), 577-594.
- Conger, J. A. & Kanungo, R. N. (1987). Toward a Behavioral Theory of Charismatic Leadership in Organizational Settings. *The Academy of Management Review*, 12 (4), 637-647
- Lashinsky, A. (2012). Amazon's Jeff Bezos: The ultimate disrupter. *CNNMoney*, <http://management.fortune.cnn.com/2012/11/16/jeff-bezos-amazon/> Required Reading
- Bass, B. M., & Avolio, B. J. (1992). Developing Transformational Leadership: 1992 and Beyond. *Emerald Backfiles* 2007, p. 21-27.
- Collins, J. (2001). Good to Great. New York: HarperCollins Publishers Inc. Chapter 1 & 2
- Podsakoff, P. M., McKenzie, S. B., & Bommer, W. H. (1996). Transformational Leader Behaviors and Substitutes for Leadership as Determinants of Employee Satisfaction, Commitment, Trust, and Organizational Citizenship Behaviors. *Journal of Management*, 22(2), pp. 259-298.
- Walter, F., & Bruch, H. (2010). Structural Impacts on the Occurrence and Effectiveness of Transformational Leadership: An Empirical Study at the Organizational Level of Analysis. *The Leadership Quarterly*, 21 (5), 765-782.
- Yukl, G. (2009). Leadership in Organizations. New Jersey: Pearson. Chapter 9 & Chapter 11 (pp. 344- 348). Additional Reading
- Menges, J. I., Walter, F., Vogel, B., & Bruch, H. (2011). Transformational leadership climate: Performance linkages, mechanisms, and boundary conditions at the organizational level. *The Leadership Quarterly*, 22, pp. 893-909.
- Price, T. L. (2003). The ethics of authentic transformational leadership. *The Leadership Quarterly*, 14, pp. 67-81.
- Spitzmuller, M., & Ilies, R. (2010). Do they [all] see my true self? Leader's relational authenticity and followers' assessments of transformational leadership. *European Journal of Work and Organizational Psychology*, 19(3), 304-332. Required Reading
- Bruch H. & Vogel B. (2011). Fully Charged: How Great Leaders Boost Their Organization's Energy and Ignite High Performance. Source: Harvard Business Press Books. Pages 1-20; 46-60; 61-104.
- Kotter, J. P. (1995). Leading Change: Why transformation efforts fail. *Harvard Business Review*, p.59-67
- Kotter, J. P. (2001). What Leaders Really Do. *Harvard Business Review*. Best of HBR. Breakthrough Leadership, p.85-96.



Additional Reading

- Bruch, H., & Ghoshal, S. (2003). Unleashing Organizational Energy. MIT Sloan Management Review, 45(1), 45-51.
- Cole, M. S., Bruch, H., & Vogel, B. (2011). Energy at Work: A Measurement Validation and Link-age to Unit Effectiveness. Journal of Organizational Behavior. Block II Required Reading
- Bruch, H., Vogel, B. (2011). Strategies for Creating and Sustaining Organizational Energy. Wiley Online Library, 2011, DOI 10.1002/ert.20344.
- Bruch, H., Vogel, B. (2011). Focusing your organization's energy. Escaping the acceleration trap. Collins, J. (2001). Good to Great. New York: HarperCollins Publishers Inc. Chapter 1 & 2 Additional Reading
- Probst, G., & Raisch S. (2005). Organizational crisis: The logic of failure. Academy of Management Executive, Vol. 19, No. 1

Additional course information

This course will include several project works with international companies.

Student teams will analyze company issues, develop and present recommendations to practitioners.

Please note that this course will not be open for bidding in the waiting list rounds. Students can bid for the course in the preliminary and main rounds only.

Examination information

Examination sub part/s

1. Examination sub part (1/2)

Examination time and form

Central - Written examination (50%, 60 mins.)

Remark

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Examination-aid rule

Extended Closed Book

The use of aids is limited; any additional aids permitted are exhaustively listed under "Supplementary aids". Basically, the following is applicable:

- At such examinations, all the pocket calculators of the Texas Instruments TI-30 series and mono- or bilingual dictionaries (no subject-specific dictionaries) without hand-written notes are admissible. Any other pocket calculator models and any electronic dictionaries are inadmissible.
- In addition, any type of communication, as well as any electronic devices that can be programmed and are capable of communication such as notebooks, tablets, PDAs, mobile telephones and others, are inadmissible.
- Students are themselves responsible for the procurement of examination aids.

Supplementary aids

None

Examination languages

Question language: English

Answer language: English

2. Examination sub part (2/2)

Examination time and form



Decentral - Presentation (in groups - all given the same grades) (50%)

Remark

Presentation of "leadership practice day"-project

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

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Examination languages

Question language: English

Answer language: English

Examination content

The content of the course (including all required literature and slides used during the lectures) is structured in 2 blocks:

Block 1: Personal-, Leading People-, and Organizational Perspective

- Characteristics of Strategic Leaders
- Leadership Styles
- Organizational Energy

Block 2: Leading People- & Organizational Perspective

- Sustaining Growth; Change & Crisis Management
- Leadership Practice Day
- Leadership Trends & Wrapup

The Decentral examination part is composed of: 50% of the grade contains a group presentation within the "Leadership practice day"

Examination relevant literature

All material (and the corresponding literature) will be published and updated on studynet during the course (latest by 21.12.19).



Please note

Please note that this fact sheet alone is binding and has priority over any other information such as StudyNet (Canvas), personal databases or faculty members' websites and information provided in their lectures, etc.

Any possible references and links within the fact sheet to information provided by third parties are merely supplementary and informative in nature and are outside the University of St.Gallen's scope of responsibility and guarantee.

Documents and materials that have been submitted no later than the end of term time (CW51) are relevant to central examinations.

Binding nature of the fact sheet:

- Information about courses and examination time (central/decentral) and examination type starting from the beginning of the bidding on 22 August 2019
- Information about examinations (examination aid regulations, examination content, examination-relevant literature) for decentral examinations after the 4th semester week on 14 October 2019
- Information about examinations (examination aid regulations, examination content, examination-relevant literature) for central examinations as from the starting date for examination registration on 4 November 2019

Please consult the fact sheet again after these deadlines have expired.