



## Course and Examination Fact Sheet: Autumn Semester 2021

### 7,751: Verantwortung/Responsibility: Finding Leadership

ECTS credits: 3

#### Overview examination/s

(binding regulations see below)

Decentral - Presentation (in groups - all given the same grades) (60%)

Examination time: term time

Decentral - examination paper written at home (individual) (40%)

Examination time: term time

#### Attached courses

Timetable -- Language -- Lecturer

[7,751,1.00 Verantwortung/Responsibility: Finding Leadership](#) -- Englisch -- [Vives Gabriel Jordi](#)

#### Course information

#### Course prerequisites

None.

#### Learning objectives

After successfully completing this course, students will be able to identify the key component of leadership relevant to the life and career of a professional. Thanks to the tools and exercises deployed in the course, students will be able to

- Identify evidence of authentic leadership in others.
- Adopt a critical approach to leadership in a professional environment or organization.
- Adopt a followership style that is aligned with their own leadership traits
- Identify their own core set of values and their relationship with real decisions and dilemmas they may confront in their professional future.
- Handle and analyze moral dilemmas within the context of their lives as professionals

#### Course content

It is often said that leadership cannot be taught. Yet, one can learn about it. This course offers an opportunity to not only learn about leadership but, more importantly, to explore it first-hand. To this end, the course leverages heavily on the students' own experience through in-class exercises, discussions, dynamics, and the contribution from selected key-note speakers. Furthermore, we will utilize major works from contemporary theater and fiction literature to help us dig deep into the concept of leadership and its implications in our professional life and career.

The prototypical depiction of a leader is that of an individual at the top of an organization's hierarchy commanding and controlling his/her subordinates. This course challenges such stereotypes and presents leadership as a concept and practice that applies to all of us. Leadership does not depend on one's position in the organizational hierarchy, but on one's disposition as an individual. Leadership, as we will see, emerges from the inside out. It requires a high degree of self-awareness.

Against this backdrop, universities have traditionally served two key dimensions of leadership well: knowing (theories, models, frameworks) and doing (skills, competencies, and techniques). Yet, leadership cannot be exclusively understood based on these two components. Leadership also contains an indispensable third dimension: being (values, beliefs, and self-awareness).

We will touch lightly on the "knowing" and "doing" components. Instead, most of the focus will be placed on addressing the often neglected third dimension of leadership: the "being" component. As such, we will reflect critically, e.g., on personal core values and how to live and act on them, on how to pursue purpose in our professions and beyond, on role models and what to learn



from them, and on how to incorporate all these different elements into the pursuit of our careers after our studies at the HSG.

## Course structure and indications of the learning and teaching design

This course is eminently practical. The discussion of leadership scholarly theory plays a secondary role. Instead, the course leverages heavily on students' participation and experience and aims at providing students with time and tools to enhance their self-awareness and work on their "being" component of leadership.

In pre-defined teams, students will be assigned a classic contemporary theater play:

Miller, A. (2007). *Death of Salesman*. Pearson Education.

Miller, A. (2016). *Death of Salesman*. Penguin Publishing Group.

Students will be asked to (1) play a short excerpt of the play they think best illustrates the concept of leadership and (2) discuss/analyze with the class its different components leveraging on the readings/materials covered in class.

In their presentations, students will be encouraged to engage with the audience through creative and effective means, so the dynamic allows for a deeper understanding of the play and its leadership component.

1. Leadership as an iceberg, what stays afloat. Managing vs. leading.
2. The depth of the iceberg: purpose and values
3. Re-emerging to the surface. Leadership: From values to action
4. Conclusion

Contextual Studies are considered part of **Contact Learning**; thus, taking part properly implies **regular attendance**. It is the students' own responsibility to ensure that there is **no timetable clash** between their chosen courses. The binding dates are available on *Stundenplan Online*.

The course adopts the format of a block seminar organized in three sessions. Hence, attendance at all sessions is expected.

## Course literature

According to the course reader.

The preliminary list of books on which students may pick their choice contains the following titles:

- Bernhard, T. (2010). *The Loser: a Novel.*: Knopf Doubleday Publishing Group
- Camus, A. (2012). *The Stranger*: Knopf Doubleday Publishing Group
- Camus, A. (2013). *The Fall*: penguin Books Limited.
- Kukuczka, J. (1992). *My Vertical World: climbing the 8000-meter Peaks*: Mountaineers.
- Krakauer, J. (2009). *Into Thin Air: A Personal Account of the Mount Everest Disaster*: Anchor Books.
- Kundera, M. (2008). *The Unbearable Lightness of Being: A Novel*: Harper Collins
- Lee, H. (2014) *To Kill a Mockingbird*: Random House.
- Steinbeck, J. (2001) *The Grapes of Wrath*: Penguin Books Limited
- Wilde, O. (1998) *The Picture of Dorian Gray*. Oxford University Press.
- Williams, J. (2010) *Stoner*: new York Review Books.

## Additional course information

Jordi Vives holds a Ph.D. in International Management from the University of St Gallen and is Senior Research Fellow at HSG's Institute for Business Ethics. Jordi is as well lecturer at Esade Business School and Eada Business School in Barcelona. Jordi enjoys teaching on corporate responsibility and leadership topics. His scholarly research focuses on Business and Human Rights issues.

**In the case of the President's Board having to implement new directives due to the SARS-CoV-2 pandemic in AS2021, the course information listed above will be changed as follows:**

The course is conducted online via the platform Zoom or a similar one provided by the university.



The recordings of the course will be available for 30 days.

Course content such as guest speakers may be canceled.

**The examination information listed below would be changed as follows:**

The presentation of final group projects will be conducted online and will be recorded.

There will be no changes necessary to the final individual assignment

## Examination information

### Examination sub part/s

#### 1. Examination sub part (1/2)

##### Examination time and form

Decentral - Presentation (in groups - all given the same grades) (60%)

Examination time: term time

##### Remark

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##### 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

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#### 2. Examination sub part (2/2)

##### Examination time and form

Decentral - examination paper written at home (individual) (40%)

Examination time: term time

##### Remark

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##### Examination-aid rule

Term papers

Written work must be written without outside help according to the known citation standards, and a declaration of authorship must be attached, which is available as a template on the StudentWeb.

Documentation (quotations, bibliography, etc.) must be carried out universally and consistently according to the requirements of the chosen/specified citation standard such as e.g. APA or MLA.

The legal standard is recommended for legal work (cf. by way of example: FORSTMOSER, P., OGOREK R., SCHINDLER B., Juristisches Arbeiten: Eine Anleitung für Studierende (the latest edition in each case), or according to the recommendations of the Law School).

The reference sources of information (paraphrases, quotations, etc.) that has been taken over literally or in the sense of the original text must be integrated into the text in accordance with the requirements of the citation standard used. Informative and



bibliographical notes must be included as footnotes (recommendations and standards e.g. in METZGER, C., Lern- und Arbeitsstrategien (latest edition)).

For all written work at the University of St.Gallen, the indication of page numbers is mandatory, regardless of the standard chosen. Where page numbers are missing in sources, the precise designation must be made differently: chapter or section title, section number, article, etc.

## Supplementary aids

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## Examination languages

Question language: English

Answer language: English

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## Examination content

Paper and presentation topics will be announced in class.

Students will be asked to write an individual paper (3000-4000 words).

The aim of the paper is that, by reading a particular novel or biography, students are capable of identifying and critically reflecting on topics covered in class such as leadership, self-awareness, values, success, etc.

## Examination relevant literature

According to Syllabus.

### Please note

Please note that only this fact sheet and the examination schedule published at the time of bidding are binding and takes precedence over other information, such as information on StudyNet (Canvas), on lecturers' websites and information in lectures etc.

Any references and links to third-party content within the fact sheet are only of a supplementary, informative nature and lie outside the area of responsibility of the University of St.Gallen.

Documents and materials are only relevant for central examinations if they are available by the end of the lecture period (CW51) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 42 are relevant for testing.

Binding nature of the fact sheets:

- Course information as well as examination date (organised centrally/decentrally) and form of examination: from bidding start in CW 34 (Thursday, 26 August 2021);
- Examination information (regulations on aids, examination contents, examination literature) for decentralised examinations: in CW 42 (Monday, 18 October 2021);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 42 (Monday, 18 October 2021);

Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before the end of the registration period in CW 45 (Monday, 8 November 2021).