



Course and Examination Fact Sheet: Autumn Semester 2022

7,204: Strategic Leadership

ECTS credits: 4

Overview examination/s

(binding regulations see below)

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

Examination time: inter-term break

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

Examination time: term time

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.

Learning objectives

At the end of the course, you should be able to use theories and concepts:

- to understand leadership challenges in practice
- to develop actions and strategies to address leadership challenges

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

What the course is not:

- Practical training
- Leadership development program

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 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 lens of Organizational Energy; Leading in Times of Crisis; Inspiration and Growth; Organizational Culture; Current Trends)

Course structure and indications of the learning and teaching design

The course will be structured in six sessions, each of them including theoretical input, class and case discussions in collaboration with several firm representatives and a final project work. In the project work student teams will analyze company issues, develop and present recommendations to practitioners.

The sessions will include:

- Theoretical input along the Personal-, Team- and Organizational Perspective on Strategic Leadership (see section above) accompanied with class and case discussions in collaboration with several firm representatives
- Insights from and practice opportunity with consultant expert
- Leadership Practice Day with a partner company

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.

Required Reading:

- Bass, B. M., & Avolio, B. J. (1992). Developing Transformational Leadership: 1992 and Beyond. *Journal of European Industrial Trainings*, 14(5), 21-27.
- Bruch H. & Vogel B. (2011). *Fully Charged: How Great Leaders Boost Their Organization's Energy and Ignite High Performance*. Harvard Business Press Books. [Introduction, Chapter 1, 2, 4, 5]
- Bruch, H., Vogel, B. (2011). Strategies for Creating and Sustaining Organizational Energy. *Employment Relations Today*, 38(2), 51-61.
- Collins, J. (2001). *Good to Great*. Harper Collins. [Chapter 1 & 2]
- Ireland R.D. & Hitt, M.A. (2005). Achieving and maintaining strategic competitiveness in the 21st century: The role of strategic leadership. *Academy of Management Executive*, 19(4), 63-77.
- 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.
- 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.
- 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), 259-298.
- O'Reilly, C.A. & Tushman, M.L. (2013). Organizational Ambidexterity: Past, Present, and Future. *Academy of Management Perspectives*, 27(4), 324-338.
- 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.
- 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.
- Watkins, M. D. (2012). How Managers become Leaders. *Harvard Business Review*, 90(6), 64-72.
- Yukl, G. (2018). *Leadership in Organizations*. Prentice Hall. [Chapter 7, 11, 12]

Additional Reading:

- Antonakis, J., Fenley, M., & Liechti, S. (2012). Learning Charisma. *Harvard Business Review*, 90(6), 127-130.



- Bruch, H., & Ghoshal, S. (2003). Unleashing Organizational Energy. *MIT Sloan Management Review*, 45(1), 45-51.
- Carter, S. M., & Greer, C. R. (2013). Strategic leadership: Values, styles, and organizational performance. *Journal of Leadership & Organizational Studies*, 20(4), 375-393.
- Cole, M. S., Bruch, H., & Vogel, B. (2011). Energy at Work: A Measurement Validation and Link-age to Unit Effectiveness. *Journal of Organizational Behavior*, 33(4), 445-467.
- 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.
- Dyer, G., & Dyer, M. (2017). Strategic leadership for sustainability by higher education: the American College & University Presidents' Climate Commitment. *Journal of Cleaner Production*, 140, 111-116
- 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(5), 893-909.
- Meuser, J. D., Gardner, W. L., Dinh, J. E., Hu, J., Liden, R. C., & Lord, R. G. (2016). A network analysis of leadership theory: The infancy of integration. *Journal of Management*, 42(5), 1374-1403.
- Price, T. L. (2003). The ethics of authentic transformational leadership. *The Leadership Quarterly*, 14(1), 67-81.
- Probst, G., & Raisch S. (2005). Organizational crisis: The logic of failure. *Academy of Management Executive*, 19(1), 90-105.
- Samimi, M., Cortes, A. F., Anderson, M. H., & Herrmann, P. (2020). What is strategic leadership? Developing a framework for future research. *The Leadership Quarterly*, Advance online publication. doi. 10.1016/j.leaqua.2019.101353
- Shamir, B. R, House, J. & Michael, B. (1993). The Motivational Effects of Charismatic Leadership: A Self-Concept Based Theory. *Organization Science*, 4(4), 577-594.
- 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.
- Zimmermann, A., Raisch, S., & Birkinshaw, J. (2015). How Is Ambidexterity Initiated? The Emergent Charter Definition Process. *Organization Science*, 26(4), 1119-1139.

Additional course information

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.)

Examination time: inter-term break

Remark

Written Examination

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, 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%)

Examination time: term time

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

None

Examination languages

Question language: English

Answer language: English

Examination content

The examination-relevant content includes all required literature and slides used during the lectures. The content 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 & Wrap-up

Examination relevant literature

All material (and the corresponding literature) will be published and updated on StudyNet during the course (latest by 20.12.22).



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, 25 August 2022);
- Examination information (regulations on aids, examination contents, examination literature) for decentralised examinations: in CW 42 (Monday, 17 October 2022);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 42 (Monday, 17 October 2022);
- 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, 7 November 2022).