



Course and Examination Fact Sheet: Autumn Semester 2024

7,204: Strategic Leadership (SIM)

ECTS credits: 4

Overview examination/s

(binding regulations see below)

decentral - Presentation, Analog, Group work group grade (50%)

Examination time: Term time

central - Written examination, Analog, Individual work individual grade (50%, 90 mins.)

Examination time: Lecture-free period

Attached courses

Timetable -- Language -- Lecturer

[7,204,1.00 Strategic Leadership \(SIM\)](#) -- English -- [Shantz Amanda](#)

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

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.

Course topics:

- Leadership; Motivation; Engagement; Organizational culture
- Vision and implementation; Change management
- Leading teams; Difficult conversations

Course structure and indications of the learning and teaching design

The course will be structured in five sessions, including theoretical input, class and case study discussions, an executive challenge simulation and a project work. In the project work student teams develop and deliver a 30-minute training session in a leadership skill of their choice, i.e., interviewing job candidates; lay-off discussions; giving a negative performance review; motivating an underperforming team, or similar.

Course literature

All material and the corresponding literature will be published and updated on StudyNet during the course. For preliminary preparation please see the literature below.

Articles:

- Antonakis, J., Fenley, M., & Liechti, S. (2012). Learning charisma. *Harvard Business Review*, 90(6), 127–130.
- Kotter, J. P. (2012). ACCELERATE! *Harvard Business Review*, 90(11), 44–58.
- Ready, D. A., & Conger, J. A. (2008). Enabling bold visions. *MIT Sloan Management Review*, 49(2), 70–76.
- Rider, C., Ferrere, A., Belovai, Z., & Guadalupe, M. (2023). Proven tactics for improving teams' psychological safety. *MIT Sloan Management Review*.
- Drucker, P. F. (2005). Managing Oneself. *Harvard Business Review*, 83(1), 100–109.
- Salas, E., Tannenbaum, S. L., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. *Psychological Science in the Public Interest*, 13(2), 74–101.

Book Chapters:

- Schein, E.H. (2010). Chapter 1 The concept of organizational culture: Why bother?. In *Organizational culture and leadership* (4th ed.). San Francisco: Jossey-Bass.
- Schein, E.H. (2010). Chapter 2 The three levels of culture. In *Organizational culture and leadership* (4th ed.). San Francisco: Jossey-Bass.
- Schein, E.H. (2010). Chapter 17 A conceptual model for managed culture change. In *Organizational culture and leadership* (4th ed.). San Francisco: Jossey-Bass.

- Northouse, P.G. (2021). Chapter 1 Introduction. In *Leadership: Theory and practice* (9th ed.). Sage.
- Northouse, P.G. (2021). Chapter 5 Situational approach. In *Leadership: Theory and practice* (9th ed.). Sage.
- Northouse, P.G. (2021). Chapter 11 Adaptive leadership. In *Leadership: Theory and practice* (9th ed.). Sage.

- Yukl, G. & Gardner III, W.L. (2020). Chapter 6 Power and influence tactics. In *Leadership in organizations* (9th, Global ed.). Pearson.
- Yukl, G. & Gardner III, W.L. (2020). Chapter 11 Leadership in teams and decision groups. In *Leadership in organizations* (9th, Global ed.). Pearson.
- Yukl, G. & Gardner III, W.L. (2020). Chapter 14 Developing leadership skills. In *Leadership in organizations* (9th, Global ed.). Pearson.

Additional course information

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Examination information

Examination sub part/s

1. Examination sub part (1/2)

Examination modalities

Examination type	Presentation
Responsible for organisation	decentral
Examination form	Oral examination
Examination mode	Analog
Time of examination	Term time
Examination execution	Asynchronous
Examination location	On Campus
Grading type	Group work group grade
Weighting	50%
Duration	--

Examination languages

Question language: English
Answer language: English

Remark

Student groups deliver a 30-min. training session

Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

Supplementary aids

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2. Examination sub part (2/2)

Examination modalities

Examination type	Written examination
Responsible for organisation	central
Examination form	Written exam
Examination mode	Analog
Time of examination	Lecture-free period
Examination execution	Synchronous
Examination location	On Campus
Grading type	Individual work individual grade
Weighting	50%
Duration	90 mins.

Examination languages

Question language: English
Answer language: English

Remark

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Examination-aid rule

Closed Book

The use of aids is prohibited as a matter of principle, with the exception of pocket calculator models of the Texas Instruments TI-30 series and, in case of non-language exams, bilingual dictionaries without any handwritten notes. Any other aids that are admissible must be explicitly listed by faculty members in the paragraph entitled "Supplementary aids" of the course and examination fact sheet; this list is exhaustive.

Procuring any aids, as well as ensuring their working order, is the exclusive responsibility of students.

Supplementary aids

No aids are allowed.

Examination content

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

For the presentation, student teams develop and deliver a 30-minute training session in a leadership skill of their choice, i.e., interviewing job candidates; lay-off discussions; giving a negative performance review; motivating an underperforming team, or similar. Detailed instructions will be provided during the course period.

Examination relevant literature

All material and the corresponding literature will be published and updated on StudyNet during the course.

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, 22nd August 2024);
- Examination information (supplementary aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 18 March 2024);
- Examination information (supplementary aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 42 (Monday, 14 October 2024);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before ending with de-registration period in CW 45 (Monday, 04 November 2024).

