



Linnéuniversitetet

Kalmar Växjö

Kursplan

Fakultetsnämnden för ekonomi och design
Ekonomihögskolan

4FE530 Business Administration IV - Strategic Leadership in International Contexts, 15 högskolepoäng

Business Administration IV - Strategic Leadership in International Contexts, 15 credits

Huvudområde

Företagsekonomi

Ämnesgrupp

Företagsekonomi

Nivå

Avancerad nivå

Fördjupning

A1N

Fastställande

Fastställd av institutionsstyrelsen vid Ekonomihögskolan 2009-12-10

Senast reviderad 2010-12-17. Revision pga ändring i behörigheten.

Kursplanen gäller från och med höstterminen 2010

Förkunskaper

Grundläggande behörighet för studier på avancerad nivå samt särskild behörighet 90hp i huvudområdet företagsekonomi. Engelska B.

Förväntade studieresultat

This course is offered as an integrated part following the general structure of the syllabus of the Master's Programme in Leadership and Management in International Context.

After completing this course the student should be able to:

- understand how the concept and the practices of strategic leadership are intimately related to international context and to today's world interdependence and global businesses
- understand and reflect upon the complexity of the praxis of strategic theory and strategic practices
- critically analyse international strategic leadership theory and practice
- problematise and evaluate cross-cultural constraints and cross-border's strategic opportunities
- debate actively and independently the key issues of the course and make valuable and relevant contributions to the dialogue in class

- understand the strategic leadership in international contexts and the critical issues to be addressed for successful strategic implementation
- communicate orally and in written reports with confidence, insight and conviction the relevant issues covering the content of the course
- interpret and evaluate academic studies within the subject as well as hands on firm actions
- analyse firm's environment and suggest well motivated successful strategic courses
- understand how this course is connected to society at large and to be able to relate to, grasp and use the state of the art of the research within the subject.

Innehåll

Strategic leadership is today an eclectic field drawing on ideals from many different research traditions and disciplines. This course reflects the complexity of the praxis of strategic theory and strategic practices. Drawing from numerous practical illustrations, the strategic processes of firms is made explicit and unifies a creative combination of different aspects of knowledge. Strategic thinking and strategic practices are emphasized as decisive instruments for successful competitive advantages in various organizational contexts. International aspects of the strategic leadership are heavily emphasised: the credibility on the market places, the power and leadership of innovation, the right mix of factors for success and, the corporate culture advantages. International strategic leadership theory and practices are outlined and shown in their working environments. There is an important general attitude conveyed within the spirit of this course which both deals with Cross-cultural constraints and cross-border's strategic opportunities. Key words here are "strategic leaders", "leading strategies", "competitive advantages", "strategic alliances", "strategic growth", "leading international projects", "leading changes".

Among many aspects dealt with in this course are a thorough penetration and understanding of how strategies, leadership and complex international settings are intertwined. The validity of our geopolitical and geo-economical interpretations of the ideological waves in different regions of the world is questioned and discussed against the background of contemporary events. The students are initiated in the art of learning to learn to cope with uncertainties and many other aspects of Strategic Leadership. The students are also trained to develop a personal learning strategy and to understand firm's continuous struggle for coping with both internal and external challenges. The course naturally emphasizes different aspects of strategic leadership. However, the following issues and themes are continuously monitored:

Key Issues:

- Leadership as a strategic challenge and, strategic choice as a leadership challenge.
- Contextual complexity related to international environment and to diversity of options and constrains.
- Reading the signs in managerial practices and interpreting events for better business intelligence.
- Dealing with constrains related to the global nature of today's organizations

Key Themes:

Theme I: Strategy process – strategic thinking, formulating and change

Theme II: Strategy content – business, corporate and network level strategy

Theme III: Strategy context – industry, organisational and international context

Theme IV: Leading strategic processes and changes

Undervisningsformer

Innovative pedagogy is implemented throughout the courses successively providing adequate arenas of learning: seminars, workshop, experimentations, and stage

performances. The environment is very international displaying many nationalities, cultures and languages in the same classroom.

The course is taught in English. The teaching forms and methods are innovative and build on advanced practices of learning. Lifelong learning is a leitmotif throughout the course. Numerous opportunities for learning are many, the processes are made apparent, and the insights are recorded and implemented in the practice. The learning process consists of many parallel and complementary forms: seminars, residential sessions, concrete projects, cases and the individual mentorship.

The student's progress and knowledge acquisition are continually monitored through written papers, team works and presentations, as well as regular written exams.

Assessment of the student's performance is carried out by means of active class-participation, written examinations and by the submission of solutions to case studies achieved in groups. Students who do not achieve a satisfactory result in the examinations are permitted to make a second attempt approximately 6 weeks after the normal examination date. In the case of written exams the student will have at least five attempts in total.

The grading is based on a balanced assessment of class-participation and written reports as well as the students' ability to present and discuss report contents. Students are offered full transparency in terms of how their detailed performance is assessed. Class performance is assessed based on:

- Presence and energy-level (10%)
- Class discussion – making valuable and relevant contributions to the dialogue in class (15%)
- Case presentation (skills) – with confidence, insight and conviction (15%)
- Name-dropping – showing awareness of relevant authorities (authors) and current business issues (5%)
- Understanding the strategic leadership in international contexts and the critical issues to be addressed for successful strategic implementation (30%)
- The oral presentation of the relevant issues covering the above, in particular knowledge of key-aspects from the material reviewed in class (25%)

The written paper is also assessed according to fulfilment of clearly communicated performance criteria – assessing the extent to which it has:

- A solid introduction that introduces the research question to the reader and explains why (s)he should read on, based on
- Solid definitions of terms that are key to the research question, based on fresh and authoritative sources (40%)
- Clear links between the terms defined and the research question, with good justifications of its relevance (20%)
- Powerful claims, evidence and warrants related to the question in order to convince or surprise the reader, and trigger interest to read on (20%)
- Clear conclusions that report the authors' view - and support the claims (20%).

Results are graded using one of the terms Passed with distinction, Pass or Fail, and A-F according to the ECTS scale. The grade is set depending on how well the student has fulfilled the learning outcomes.

Examinationsformer

Kursen bedöms med betygen Underkänd, Godkänd eller Väl godkänd.

The grading is based on assessment of the written exams, reports and the student's ability to present and discuss report contents. Results are graded using one of the terms Passed with distinction, Pass or Fail, and A-F according to the ECTS scale.

Students who do not achieve a satisfactory result in the examinations are permitted to make a second attempt approximately 5-8 weeks after the normal examination date. The student will have a minimum of five occasions for written exams in relation to the

syllabus to which the student was accepted. Usually 3 occasions per academic year.

Kursvärdering

A written evaluation is conducted and compiled in a report, which is filed at the department. The result and actions, if taken, are communicated to the teacher responsible for the course and presented to the students in the way most appropriate according to the teacher responsible for the course. Other types of evaluations, such as continuous during the course or oral communication with the students, can occur and is encouraged to secure continuous quality improvement.

Kurslitteratur och övriga läromedel

Obligatorisk litteratur

Obligatory literature

Bennis, W., and Nanus, B., *Leaders: Strategies for Taking Charge*, Harper Business, New York, 2004, ISBN 0060559543.

De Wit & Meyer, *Strategy - Process, Content Context. An International Perspective*. West Publishing Company, Saint Paul, 2004, ISBN 1861521391.

Kao, J., *Jamming: The Art of Discipline of Business Creativity*, Harper Business, 1996, ISBN 0887308643.

Ohmae, K., *The Borderless World: Power and Strategy in the Interlinked Economy*, Fontana, London, 1990, ISBN 0887309674.

Elster, J., *Alchemies of the Mind: Rationality and the Emotions*, Cambridge University Press, 1999, ISBN 0521644879.

Yip, G.S., *Total Global Strategy: Managing for Worldwide Competitive Advantage*, Prentice Hall, London, 1993, ISBN 0133576582.

Additional teaching material

Compendia with Contemporary Articles

A selection of text will be provided separately. This selection will naturally follow the structure of the syllabus of the Master's programme in Leadership in International Contexts.

Reference literature

Colin White: *Strategic Management*, Palgrave MacMillan, 2004, ISBN 1403904006.

Hamel, G and Prahalad, C.K., *Competing for the Future*, Harvard Business School Press, 1994, ISBN 0875847161.

Ohmae, K., *The Mind of the Strategist*, McGraw-Hill, 1982, ISBN 0070479046.