

Strategic Leadership: Getting Things Done (2 ECTS)

Introduction

Strategic leadership is the core responsibility of general managers. By strategic leadership we refer to the responsibility of identifying the key challenges for the company, of outlining a coherent set of actions to respond to them and guiding the organization in implementing them.

Objectives

Participants are expected to develop the ability to understand how general managers at various levels can govern an entire organization, mobilizing their units towards common organizational goals, and how leaders can nurture and guide the strategic process in their firms. As strategic leadership often requires implementing critical changes within the firm, we will stress the decisions, actions, and conditions that facilitate or impede the successful attainment of organizational change

Content

In this course we will consider some of the critical challenges faced by general managers, and develop a framework that could help you be more effective as you take on these responsibilities. We will focus primarily on the challenges of leading large global organizations, which are fundamentally different from the ones of smaller ones, and require a different approach to the challenge of general management.

Evaluation

Class Participation: 50%

- effectively communicate the analysis of successful (and unsuccessful) strategic leadership observed through the analysis of the cases
- engage in an open constructive dialectic process with other students
- offer real-time peer feedback on classmates' analyses utilizing the frameworks and the concepts learned in class, thus showing understanding and dominance of class content

Presentation writing work: 50%

- You will conduct an interview with your CEO/GM and write a short reflection on what you learned from it as you prepare to step in a similar role in the future.

Competences

Basic

CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.

CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

General

CG4. Understand and apply the mechanisms that generate an environment of collaboration, communication, and trust between the members of a team or organization.

CG8. Anticipate and assess situations of special tension to maintain personal balance and act objectively and consistently.

CG12. Apply negotiation techniques that integrate the interests of all parties to reach satisfactory and lasting agreements, discover, or create elements that produce added value to the relationship.

Specific

CE06. Compare management models and company cultures through the application of anthropological and sociological models provided by academic literature.

CE07. Understand and apply conflict resolution techniques and skills in multicultural organizational environments.

CE10. Strengthen the leadership skills of teams and companies, starting with self-knowledge and understanding the different types of temperaments and their way of interacting. Know the state of the art of empirical research in this field.