University of St.Gallen

Course and Examination Fact Sheet: Autumn Semester 2022

7,231: Leading Corporate Development and Innovation

ECTS credits: 4

Overview examination/s

(binding regulations see below)
Decentral - Written examination (with defined exam duration) (50%, 60 mins.)
Examination time: term time
Decentral - Group examination paper with presentation (all given the same grades) (50%)
Examination time: term time

Attached courses

Timetable -- Language -- Lecturer
7,231,1.00 Leading Corporate Development and Innovation -- Englisch -- Zimmermann Martin

Course information

Course prerequisites

Know-how and general understanding of specific frameworks and concepts which are necessary to develop corporate and business stategies. Basic know-how of change management, innovation management and leadership concepts is beneficial. Initial personal work or ideally leadership experience in an enterprise operating in the VUCA world or a disruptive environment, an enterprise with a business model that is challenged, or a start-up is highly beneficial for application and discussion of the concepts provided during the lecture.

Learning objectives

The course aims to convey the practical know-how for strategic leadership and success in today's increasingly uncertain, complex, ambiguous and unpredictable business environment which is driven by digitization, "servitization" and data. Particular focus will be on the goal to equip participants with the understanding how substantial change or business transformation originating from strategic moves, innovation and new business models can be driven, either from the perspective of the CEO, a strategic leader, the Chief Strategy Officer or a senior strategist within the organization.

Participants will be provided with concepts and asked to reflect on how to balance between providing longer term strategic clarity and guidance, the appropriate approach to drive the transformational change, large-scale one-step change or an incremental change approach, and the approach to allow room for flexible adjustments and short-cyclical, customer-oriented variations in implementing and fine-tuning the strategy during implementation - thus making it robust and as flexible as possible should business circumstances require this. In this context, the lecture aims to build the know-how and judgement to master the often-found dilemma of CEOs and strategic leaders to secure and balance between the successful exploitation of its existing business vs. the fundamental transformation or build-up and exploration of new and innovative businesses or business models. Participants will be asked to reflect and work on effective leadership behavior and competences incl. ambidextrous leadership concepts. A particular focus is on providing specific practical tools and concepts and equip students with the ability to flexibly use those tools and concepts in the appropriate way depending on the specific business situation, leadership culture and set-up and capabilities within the organization.

Particular learning goals are:

#1: Learn and apply new, robust leadership models with predominantly decentral decision-making of networked organizational units to enable high performance, robustness and adaptation capabilities.

#2: Understand, reflect on and learn how to cope with the practical personal dilemmas of strategic leaders when managing organizations and executive teams in the VUCA world or when being significantly challenged or disrupted by the business environment.

#3: Learn about the practical approach to ambidextrous leadership challenges and the adjustment of leadership styles to specific different and concurrent challenges.

#4: Learn about and apply crucial practices to foster trust and commitment, to leverage diversity and partners and to establish an inspirational and performance-supporting mindset and spirit within the organization.

#5: Further build and strengthen the thinking in systems and the identification of the most effective levers to drive system robustness and performance.

#6: Understand and learn about the early impact success factors of strategies and strategic initiatives and approaches to continuously improve the effectiveness of corporate development of the strategy function within an enterprise.

Overall, the course aims to support the UNESCO sustainable development goals (SDG) and the build-up of sustainable competencies. In particular with regards to SDG#4, to promote lifelong learning learning and maximum leverage of personal competencies and strengths within the enterprise, and SDG#5, to promote diversity in general for effectively creating customer value and the success of enterprises in general. The course also supports the understanding to collaborate effectively with other players in order to drive sustainable success and sustainability of the overall economy.

Course content

The particular focus is on how leaders need to act and what tools leaders need in order to speed up and drive the necessary change and thus to safeguard the sustainable implementation and anchoring of strategies and innovative moves within an individual business unit or a multi-business company which is exploring new business arenas or driving a fundamental business transformation while exploiting its existing business. As such, situations requiring a transformational change, a large scale one-step change as well as those requiring a continuous adaptation to a dynamically changing environment will be discussed. The course builds on established leadership concepts as well as new experiences on how to shape agile organizations through the leverage of collective intelligence and flexible eco-systems and discusses the concept of ambidextrous leadership. In this context, it also addresses how the strategic impact and effectiveness of such measures and of strategy teams and organizations can be measured and discusses recent research what levers need to be managed.

The course addresses the following specific topics:

- Building the leadership and strategy foundation: Digitization, "Servitization" and the data game in the VUCA world. Key factors for long term success and resilience. The role of management vs. leadership. 360° leadership approach to synch strategic actions, leadership approach, culture and the embeddedness in the greater world.
- The classical approach to leading large-scale and business innovation: Mobilizing the organization for the change. Driving action to realize and sustain change. The limits of the classical approach.
- Leading towards a sustainable adaptable living organism: Speed as a core strategy. Transforming from managing machines to leading living organisms. Setting up swarms and leveraging the collective intelligence and power of the organization.
- Establishing a dynamic leadership and people model: Implications for leadership and coping with the related personal challenges for leaders. Establishing psychological safety and data-driven operations. Leading ambidexterity.
- Crucial tools and methods to support leadership: Effective strategy communication. Agile methods fostering innovativeness and speed. Scorecards and OKRs. Eco-systems and leadership within cross-cultural partnerships.
- Role and impact drivers of a corporate development function and the Chief Strategy Officer: Why strategic impact management matters. Principal levers and how to identify strategic effectiveness performance and the measures for improvement and success.

Course structure and indications of the learning and teaching design

The course build on an initial block of four all-day lecture days which use a mix of lecture blocks, reflective discussions and work on specific issues and cases within small groups. After this lecture block, participants are asked to prepare a term paper and presentation for a specific company in groups of 3 participants. The results are presented and discussed as well as put into a broader context during a further two approx. half-day sessions with all participants.

Course literature

No specific literature. Course and supplementary reading material will be provided before and during the lecture blocks.

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Additional course information

The course requires the personal attendance and active contributions of all participants.

Examination information

Examination sub part/s

1. Examination sub part (1/2)

Examination time and form
Decentral - Written examination (with defined exam duration) (50%, 60 mins.)
Examination time: term time

Remark
60 minutes decentral exam

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
No supporting materials may be used.

Examination languages
Question language: English
Answer language: English

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2. Examination sub part (2/2)

Examination time and form
Decentral - Group examination paper with presentation (all given the same grades) (50%)
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
Any publicly available material and the course material can be used.

Examination languages
Question language: English
Answer language: English

Examination content

Decentral - Written exam: 50%; Characteristics and requirements from digitization, servitization, data game and VUCA world. The 360° strategy value grid and 360° leadership; Role of leadership vs. management; Principal Leadership approach in different business environments; The classical approach incl. Kotter's model to leading large-scale change and business innovation; Leading towards a sustainable adaptable living organism including transforming from managing machines to a living organism; Establishing a dynamic leadership and people model; Crucial tools and methods to support leadership incl. agile method, balanced scorecards and OKR; Role and impact drivers and measurement of a strategic function and initiatives incl. how to identify and sustainably improve the strategic effectiveness of the strategy and corporate development function.

Decentral - Group term paper and oral presentation: 50%; To be worked out in groups of 3 participants and to be handed in prior to the presentation; presentation to the entire class; graded will be the leverage and application of the course material and frameworks, the effectiveness, originality and creativity of the proposed solution and recommended course of action, the soundness and depth of the supporting analysis and data, and the effectiveness of the group presentation.

Examination relevant literature

No specific literature other than the course material provided ahead on studynet. Material will be provided ahead of the first teaching day of the course.

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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).