



APPLIES TO ACADEMIC YEAR 2006/2007

## ORG 2000 Leadership in Action - Final Bachelor Program in Leadership

### Program

Bachelor of Management

### Responsible for the course

Birgit Helene Jevnaker

### Department

Innovation and Economic Organisation

### Term

According to study plan

### ECTS Credits

30

Leadership in Action is the final and compulsory course-program in the Bachelor of Management program towards the title Bachelor of Management. (For details and target group, see Norwegian text.)

### Objective

The program is an arena for dialogue, reflection, learning and acting. The departure point is to "confront" the combined experiences, challenges and issues of the participants with new forms of leadership, recent theories and problem solving techniques. By working in project groups the participants will work on contemporary problems in their own or other organizations.

The program particularly emphasizes development of the following points:

- integrated learning and train consciousness about competent leadership;
- laying the foundations for a constructive and reflective attitude towards concrete, contemporary and future-oriented issues in the fields of leadership, organization and strategic development;
- leverage knowledge, creativity, and integrity about leadership in action.

### Prerequisites

See the Norwegian text for prerequisites regarding formal education and practical experience.

### Compulsory literature

#### Books:

- Coghlan, David og Teresa Brannick. 2005. Doing action research in your own organization. 2nd ed. London: Sage
- Forsth, Leif-Runar. 2001. Praktisk nytenkning: Systematisk og kreativ problemløsning. Oslo: Aquarius forlag. Kap. 1- 4 obl., resten anbefalt/suppl.
- Goldman, Daniel. 2002. Emosjonell intelligens: å tenke med hjertet. Oslo: Gyldendal. Del 1-2 og kap. 10 er obl., sjekk med faglærer
- Ibsen, Henrik. 2006. Byggmester Solness (suppl. evt. En Folkefiende). (kan bruke alt. utg.). Oslo: Aschehoug. Del av samleutg.. Byggmester Solness drøftes i program 2006/2007; som utgangspkt. for refleksjon og dialog om ledelse. Se også ibsen.net
- Moxnes, Paul. 2005. Positiv angst i individ, gruppe og organisasjon : et organisasjonspsykologisk perspektiv. 3. utg. Oslo: Paul Moxnes
- Rohlin, Lennart m.fl.. 2003. Ledarskap och lärande. MiL Publishers. Del I og del IIs intro og kapittel 4, samt kapittel 10 i del IV er obligatorisk, resten er anbefalt supplerende lesing. Boken gir en innføring i ledelse, tilrettelegging for læring, og såkalt aksjons- og refleksjonsbaserte læringstilnærminger (ARL) fra MiL (Management i Lund) som vi samarbeider med.
- Sewerin, Thomas. 1996. En plass i stolen : en arbeidsbok for grupper om grupper. Lund : MiL Publishers
- Von Krogh, Georg, Kazuo Ichijo og Ikujiro Nonaka. 2000/2001. Slik skapes kunnskap. hvordan frigjøre taus kunnskap og inspirere til nytenkning i organisasjoner. Oslo: NKS Forlaget. Unntatt kap.10

Hedberg, Bo, Göran Dahlgren, Jörgen Hansson og Nils-Göran Olve.. 2000. Virtual organizations and beyond: Discover imaginary systems.. Chichester: J.Wiley.

**Articles:**

- Jevnaker, Birgit H. 2003. Innovere for å bevare? Om innovasjonsparadoks i organisasjoner. Nordiske Organisasjonsstudier NOS. vol. 5, nr. 4. Fagbokforlaget. Også BI særtrykk nr.3/2004. s. 100-138. Kontakt faglærer for evt. utdeling av artikkel

**Recommended literature**

**Books:**

- Adler, Niclas, A.b. Shani og Alexander Styhre, eds. 2004. Collaborative research in organizations : foundations for learning, change, and theoretical development. Thousand Oaks, Calif. : Sage

- Bolman, Lee G. og Terrence E. Deal. 2004. Nytt perspektiv på organisasjon og ledelse : strukturer, sosiale relasjoner, politikk og symboler. 3. utg. Oslo: Gyldendal Akademisk. (Oversatt god innføringsbok ut fra 4 perspektiver)

- Ekman, Gunnar. 2004. Fra prat til resultat: om lederskap i hverdagen. Oslo: Abstrakt forlag

- Fineman, Stephen, Yannis Gabriel, David Sims. 2005. Organizing and Organizations. London: Sage. Lett å lese, problematiserer og gir nye perspektiver på organisering og organisasjoner

- Grendstad, Nils Magnar. 1990. Å lære er å oppdage : prinsipper og praktiske arbeidsmåter i konfluent pedagogikk. Oslo: Didakta norsk forlag

- Roos, Göran, Georg von Krogh, Johan Roos med Lisa Fernström. 2005. Strategi - en innføring. 4. utg. Bergen: Fagbokforlaget. Faglig solid innføringsbok på norsk i forskjellige måter å forstå strategi. Siste utgave har mer om dynamisk strategi og innovasjon, samt markedsføring.

- Sørhaug, Tian. 1996. Om ledelse : makt og tillit i moderne organisering. Oslo: Universitetsforlaget. (f.eks. kap. 2)

**Articles:**

- Jevnaker, Birgit H. 2002-2003. Exploring the innovating inbetween : industrial design as boundary work. International Journal of New Product Development and Innovation Management. 4. s. 339-358. el. tilsvar. bokkap utdeles.

**Other:**

- BI Nettstudier/Nomme, Roald mfl. 2006. Leadership in Action studieguide. Oslo : BI nettstudier. En veiledning laget spesielt for nettstudier, men kan være nyttige for flere.

- Jevnaker, Birgit H. 2006. Leadership in Action - anbefalt litteraturliste (bare et utvalg gjengitt over). [www.bi.no](http://www.bi.no), søk på BI ansatt Birgit H. Jevnaker. SE LINK annet sted i kursbeskrivelse. (Ytterligere tips til valg av eget relevant pensum - sistnevnte skal godkjennes av lokal faglærer)

**Course outline**

Leadership in Action, final Bachelor of Management Program, consists of the following five part-courses/themes:

1. Leadership in perspective
2. Strategic management and organizing
3. Personal and competent leadership
4. Cocreation and leadership in networks
5. Leadership in action

The order can be adjusted (especially courses 2-4) in accordance with local needs but such adjustments have to be announced to the participants in due time. The program is also flexibly implemented and relevant issues may be raised across part courses. The literature encompasses about 2250 pages in total including both the compulsory part and the part chosen by each participant in consultation and after approval by the course instructor. Handouts are added to the compulsory literature. (Changes in literature may occur). Description of the various part-courses are given elsewhere (see the more detailed Norwegian course description text).

**Computer-based tools**

See course structure and implementation.

**Course structure**

The course structure is based on principles of proximity and distance. During the two semesters usually five sessions (in total up to 17 days) are arranged, in addition to the

participants own study and project work. BI also offers a net study based adjusted course (see details elsewhere). One of the course sessions will probably be located abroad (to further cooperation, international competence and a better learning experience) with a nationally coordinated program.

In order to offer a best possible integrated learning the program is based on active participation by the students (who may represent a wide variety of industries/sectors and very interesting experiences). Minimum 75 percent of the sessions are compulsory in addition to finished and passed exams to achieve course certification. Normally participation in all sessions are also preconditioned in order to get approval for course exams.

#### **Evaluation**

One individual oral synopsis exam combined with a project paper (1-3 participants). The evaluation is an integrated part of the learning process. Need to pass both exams with total grading E or better. (Cf. further details in the Norwegian text).

#### **Evaluation code(s)**

ORG 20001 Leadership in Action - Oral synopsis exam that counts 40 % to achieve approved grading in ORG 2000, 30 ECTS-credits.

ORG 20002 Leadership in Action - Project paper that counts 60% to achieve approved grading in ORG 2000, 30 ECTS-credits.

Both exams need to be finished and passed with total grading E or better in order to achieve approved grading in the Leadership in Action program ORG 2000, 30 ECTS-credits. See descriptions above and elsewhere (in Norwegian text that is the formally approved one) regarding details in the exams.

#### **Aids at the examination**

See details in the Norwegian text.

#### **Makeup exam**

By the next implementation of exams at BI.

For detailed course information, see the Norwegian course text.