



APPLIES TO ACADEMIC YEAR 2009/2010

## EXC 2705 Scandinavian Management in an International and Comparative perspective

### Programme

Bachelor in Business Administration (3. year)

### Responsible for the course

### Department

### Term

According to study plan

### ECTS Credits

6

### Language of instruction

English

### Introduction

The dominating theory within the area of organization and leadership since the times of the classical theories of organization, i.e. the so called "one best way" theory, has during the last thirty years been challenged by an alternative theory, i.e. the theory of "context dependence". What this means is that what is regarded as good leadership varies with the context. One such context is culture, or to be more precise; national or regional culture. Today most books dealing with international business-related topics take the view that good leadership has to be "context specific". At the same time, some argue that the forces of Globalization will slowly reduce national cultural differences and pave the way for a global leadership style, while others argue that cultural differences will maintain or even grow as a reaction to the Globalization process. These are also among the issues that will be discussed during the course. Geographically and culturally the Scandinavian countries form a distinct cluster. During this course, leadership, management and organization within this cluster will be in focus. The Scandinavian way of leading people and managing organizations will be explained and discussed, and will also be compared to other management styles. Also the challenges imposed by Globalization is an important issue. Among other relevant issues, business ethics in particular will be in focus.

### Objective

The main objective of the course is to provide the students with insights and an understanding of what is perceived as particularly Scandinavian with reference to leading people and managing work organizations. Emphasize will also be on the issue of work conditions and work environment. In order to fully understand Scandinavian Management, the so called "Scandinavian Modell" will be discussed. Initially, theories of culture and cross-cultural management will be presented as they provide the best starting point for discussing a regional management-model like the Scandinavian one.

### Prerequisites

No particular prerequisites are required.

### Compulsory reading

#### Books:

Bjerke, Björn. 1999. Business leadership and culture : national management styles in the global economy. Cheltenham : Elgar

#### Other:

Grenness, Tor and Brinkmann, Johannes. 2007. Collection of Articles - Scandinavian Management in an International and Comparative perspective. Oslo: Handelshøyskolen BI

### Recommended reading

#### Books:

Schramm-Nielsen, J, P. Lawrence, K.H. Sivesind. 2004. Management in Scandinavia: Culture, context and change. Cheltenham: Edward Elgar

### Course outline

The course is divided into four main topics:

- About culture and cross-cultural management studies
- The Scandinavian Model and Scandinavian Management and work life
- Focus on values and Business Ethics
- Theories and research in comparative management studies

**Computer-based tools**

Course documents and announcements will be submitted on Blackboard.

**Course structure**

The course consists of 36 teaching hours including group work. It is expected that the students take an active part.

**Examination**

On completion of the course students are required to hand in a Term Paper individually or by groups of up to three students. Maximum pages for Term Paper is 20. The Term Paper are handed out in the beginning of the semester.

**Exam code(s)**

EXC 27052 - Term paper, counts 100% of the final grade in EXC 2705 Scandinavian Management in an International and Comparative perspective, 6 credits.

**Examination support materials**

All aids are allowed.

Exam aids at written examinations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary.

<http://www.bi.edu/studenthandbook/examaids>

**Re-sit examination**

A re-sit is held at the next scheduled exam in the course. Students who are missing the previous EXC 27051 - Written exam must instead take new exam EXC 27052 - Term paper.

**Additional information**

Due to changes in our Bachelor Programmes from autumn 2009, there also will be changes in every single course.

This course will be lectured for the last time spring 2011. Re-sit exam will be offered every term even spring 2013.