



APPLIES TO ACADEMIC YEAR 2010/2011

BMP 2700 High Performance Leadership

Programme

Bachelor of Management Program

Responsible for the course

Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

30

Language of instruction

Norwegian

Introduction

Today's workday is characterized by increased demands for competence, independence, creativity and performance. This must not be done at the expense of co-workers' health and job satisfaction, as well as the organization's economic and ethical principles. Research and experience have shown that there are ways to achieve such objectives and this program is based on the newest principles within these important areas

Learning outcome

The program is aimed at:

- making leaders aware of topics like motivation, self-leadership, creativity and inspiring management.
- giving insight into and training in methods for improving one's own accomplishments and creating job satisfaction in one's own, as well as others' work day.
- giving participants a good understanding of how they may develop self-managed teams and how team leader may prepare the team's accomplishments.
- Participants will get an insight into important aspects that will influence their creativity and ability to make decisions.

Prerequisites

No specific prerequisites.

Compulsory reading

Books:

- Bass, Bernard M, Ronald E. Riggio. 2006. Transformational leadership. 2nd ed. Mahwah, N.J. : L. Erlbaum Associates
- Eriksen, Thomas Hylland ... [et al.], red. 2003. Selvledelse : menneskelig kapital i det nye arbeidslivet. Oslo : Gyldendal akademisk
- Grønhaug, Kjell, Odd H. Hellesøy og Geir Kaufmann. 2001. Ledelse i teori og praksis. Bergen : Fagbokforlaget. 400 s
- Kaufmann, Geir og Astrid Kaufmann. 2009. Psykologi i organisasjon og ledelse. 4. utg. Bergen : Fagbokforlaget. Utvalgte kapitler: 150 s
- Lai, Linda. 1999. Dømmekraft. Oslo : Tano Aschehoug. 200 s
- Manz, Charles C. and Henry P. Sims. 1989. Superleadership : leading others to lead themselves. New York : Prentice Hall
- Neck, Christopher P. & Charles C. Manz. 2010. Mastering self-leadership : empowering yourself for personal excellence. 5th ed. Upper Saddle River, N.J. : Pearson/Prentice Hall
- Nygård, Roald. 2007. Aktør eller brikke? : søkelys på menneskets selvforståelse. 2. utg. Oslo : Cappelen
- Ridderstråle, Jonas og Kjell A. Nordström. 2004. Karaokekapitalismen : ledelse for menneskeheten. Oslo : Universitetsforlaget
- Sims, Henry P. and Peter Lorenzi. 1992. The new leadership paradigm : social leading and cognition in organizations. Newbury Park, Calif. : Sage. 305 s
- Thomas, Kenneth W. 2009. Intrinsic motivation at work : what really drives employee engagement. 2nd ed. San Fransisco : Berrett-Koehler

Thompson, Geir. 1995. Situasjonsbestemt ledelse. 2. utg. Oslo : Universitetsforlaget
Treffinger, Donald. J., Scott G. Isaksen, Brian Stead-Dorval. 2006. Creative problem solving : an introduction. 4th ed. Waco, Tex. : Prufrock Press. 75 s

Articles:

Avolio, B.J., Murry, Jung W, Sivasubramaniam, N. 1996. Building highly developed teams : focusing on shared leadership processes, efficacy, trust and performance.. Advances in interdisciplinary Studies of Work teams : Team leadership. vol 3. Greenwich, Conn; Jai press. pages 183-209, tilsammen 36 sider
Goleman, Daniel. 2004. What makes a leader. Harvard Business Review. Jan. s. 82-91
Hennestad, Bjørn. 1998. Empowering by de-depowering : towards an HR strategy for realizing the power of empowerment. The International Journal of Human Resource Management. 9 (5) Oct

Recommended reading

Books:

Martinsen, Øyvind L., red. 2009. Perspektiver på ledelse. 3. utg. Oslo : Gyldendal akademisk

Course outline

The program is constructed as an integrated learning program consisting of the main areas:

1. An information part where we go through important topics within the areas of leadership, self-leadership, super-leadership and self-managed teams, as well as the psychological and the theoretical background for these topics.
2. A process part that aims to make participants aware of their own conduct and thinking process, their strategies' strengths and weaknesses. This creates the basis for making a personal development plan that the leaders will work on during the course.
3. A project part where the theoretical and practical learning will be adapted to one's own situation. This project part will culminate in a project paper. The project may be based on the participant's result of a 360 degree evaluation of one's own style of self-leadership and be summed up with integration and discussion of the relationship between the leader's experiences, personal development and new research based knowledge in psychology and leadership. Other, more traditional projects with focus on the program's topics may also be chosen.

Topics:

1. Session - Introduction and overview
2. Session - Motivation, performance and self-leadership
3. Session - Super-leadership, transformation and inspiration
4. Session - Creativity, self-leadership and personal branding

Computer-based tools

Students are recommended having Internet access.

Learning process and workload

Students are given 96 lectures over two semesters. There will be 4 sessions. Participants will be signed up for each semester; the 1. Semester lecture course code is BMP 2701 and the 2. Semester course code BMP 2702.

Students will work on a project paper throughout the course and may work individually or in groups of two to three students. At each session there is allotted time for guidance. Students will get an introduction into relevant methods and analysis techniques that may be used in the project paper, as well as feedback on progression.

BI Net based studies.

The BI Net based studies utilize the net based education platform Apollon combined with sessions. Net instructor publishes topics, practice papers (papers for submission with feedback included), as well as possible case and digital learning resources. Students are given the possibility to communicate with lecturer and fellow students. Net based students are also offered the use of a study guide, which is an educational guide to the syllabus literature.

Examination

At the end of the course students will hand in a project paper which gives 18 credits, as well as a five hour written, individual exam which gives 12 credits. Both have to achieve a passing grade in order to obtain a program certificate.

Examination code(s)

BMP 27001 - project paper, accounts for 60% to get a passing grade in the course BMP 2700, 30 credits

BMP 27002 - individual 5 hour written exam, accounts for 40% to get a passing grade in the course BMP 2700, 30 credits.

Both courses/exams must be given passing grades in order to obtain a program certificate.

Examination support materials

None.

Re-sit examination

A re-sit is held at the next scheduled exam in the course.

Additional information

1. Session - Introduction and overview.

This first session will give an introduction into important parts of the program through looking at self-leadership as a method. Self-leadership theory will be compared to other leadership theories. We will also focus on participants' pre-suppositions and attitudes towards the program's work.

Topics:

- Signs of today's work day and self-leadership as possible answer to some of the challenges.
- Motivation, self-leadership and super-leadership
- Super-leadership and self-leadership compared to other theories on leadership

Literature:

Sims, Henry P. og Peter Lorenzi. 1992. *The new leadership paradigm: social learning and cognition in organizations*. Newbury Park, Calif.: Sage Publications. (305 s)
Grønhaug, Kjell, Odd H. Hellesøy og Geir Kaufmann. 2001. *Ledelse i teori og praksis*. Bergen: Fagbokforlaget (400 s)
Eriksen, T.H., Ø. L. Martinsen, og G. Thompson. 2003. *Selvledelse*. Gyldendal Akademisk, Kapittel 1 og 2.
Ridderstråle, J. og Nordstrøm, K. A. (2004). *Karaokekapitalismen*. Universitetsforlaget.
Goleman, D. 2004. What makes a leader. *Harvard Business Review*

2. Session - Motivation, performance and self-leadership.

This session focuses on the background for self-leadership: motivation theory. Besides, we focus on the so-called behavior strategies and the cognitive strategies within self-leadership. During the session participants will work on the understanding of these important theories and the strategies for obtaining concrete practice in techniques and methods that support their development as performance oriented leaders. We will also develop a personal plan of action for further work with performance oriented leadership.

Topics:

- Motivation theory
- Behavior strategies and cognitive strategies
- Examining results of measuring one's own style of self-leadership
- Developing one's own plan of action for further work with self-leadership on the job

Literature:

Eriksen, T.H., Ø. L. Martinsen, og G. Thompson. 2003. *Selvledelse*. Oslo: Gyldendal Akademisk. Kapittel 3 - 4
Thomas. K. W. (2000). Intrinsic motivation at work. Building energy & Commitment. San Francisco: Berret- Koehler Publishers, Inc
Neck, C. P., & Manz, C. C. (2007) Mastering self leadership. Empowering yourself for personal excellence. Upper Saddle River: NJ: LEA
Kaufmann, Geir og Astrid Kaufmann. 2003. *Psykologi i organisasjon og ledelse*. 3. utg. Bergen: Fagbokforlaget. Kapittel 2, 4, 8
Sims, Henry P. og Peter Lorenzi. 1994. *The new leadership paradigm: social leading and cognition in organizations*. Newbury Park, Calif.: Sage Publications. Kapittel 6 - 9
Nygård, R. (1983). *Aktør eller brikke*. Ad Notam Gyldendal.

3. Session - Super-leadership, motivation and inspiration

This session focuses on the leader's work towards supporting others in their struggles to become proficient. The leader's function as role model is looked at through theories on learning, modeling and instruction. Additionally, we will look at the basis for super-leadership methods and the most important theories on transformation.

Topics:

- Theories on guidance and coaching
- Self-leadership and super-leadership in own organization
- Theory on inspiration with emphasis on transformation leadership

Literature:

- Eriksen, T.H., Ø. L. Martinsen, og G. Thompson. 2003. *Selvedelse*. Oslo: Gyldendal Akademisk. Kapittel 5 - 6
- Kaufmann, Geir og Astrid Kaufmann. 2003. *Psykologi i organisasjon og ledelse* . 3. utg. Bergen: Fagbokforlaget.
- Sims, Henry P. og Peter Lorenzi. 1994. *The new leadership paradigm: social leading and cognition in organizations* . Newbury Park, Calif.: Sage Publications. Kapittel 14
- Avolio, B. J. (2005). Leadership development in balance. Made born. Mahwah, NJ: LEA
- Hennestad, Bjørn. 1998. Empowering by de-depowering: towarens and HR strategy for realizing the power of empowerment. *The International Journal of Human Resource Mangagement* 9: 5, Oct.
- Sims, Henry P. og Charles C. Manz. 1991. Superleadership. Beyond the Myth og Heroic Leadership. *Organisational Dynamics*.

4. Session - Creativity, self-leading teams and personal branding

When one get more responsibility through a self-leader role one needs increased qualities and knowledge on how to best make decisions and how to stimulate one's own and others' inventiveness. The session will also teach theories on these important topics, including practical tasks and demonstrations. Participants will gain more knowledge about groups and group processes and especially how one can work with self-lead and leaderless teams. Various influence strategies will also be taught. The session ends by focusing on personal branding as an interesting way to carry further the self-leadership concept in light of the development towards more freedom and better possibilities for the individual at the work place.

Topics:

- Which mental challenges are the results of various tasks?
- Theory and practice in creativity
- Theory and practice in decision making
- Group processes
- Leading a team without formal leaders
- Use of power and influence strategies
- Personal branding - a tool for positioning oneself in the market

Literature:

- Eriksen, T.H., Ø. L. Martinsen, og G. Thompson. 2003. *Selvedelse*. Oslo: Gyldendal Akademisk. Kapittel 8
- Lai, L. (1999). *Dømmekraft*. Oslo: Tano Aschehoug.
- Treffinger, Donald J., Scott G. Isaksen og Brian Dorval. 2000. Creative problem solving: an introduction. Waco, TX: Prufrock Press (75 s, utvalgte kapitler)
- Stewart, Greg. L., Charles C. Manz og Henry P. Sims. 1999. Team work and group dynamics. NJ: John Wiley. (utvalgte kapitler)