



APPLIES TO ACADEMIC YEAR 2011/2012

GRA 8141 Leadership

Programme

Executive Master of Business Administration (EMBA) Program

Responsible for the course

Ragnhild Kvålshaugen

Department

Department of Strategy and Logistics

Term

According to study plan

ECTS Credits

5

Language of instruction

English

Introduction

Leaders of organizations today face many types of challenges. These challenges include leading organizations in such a way that they are capable of coping with rapid change and the greater complexity created by globalization and increased interconnectedness between organizations, the need to understand and shape organizational cultures and to motivate employees, and the need to understand and manage politics and conflicts between individuals and organizational units to mention some of the challenges.

Learning outcome

Being a successful leader in an organization depends on one's ability to understand, and respond effectively to, the context within which one works. In order to do so, the leader needs to understand his/her leadership point of view, what the organization should do, how to lead others, and designing the right context that enable the leader and the employees to move ahead realizing the objectives of the organization.

Knowledge

The students will through the course receive guidance in creating their own, practically applicable model of leadership. This will be done by that the students receive knowledge about leading oneself as a leader, leading others, strategic thinking, designing functional organizations and managing change. Leadership is a function of all these elements taken together and these elements together produce the organization's results.

Skills

During the course the students should become more self aware about their own leadership by clarifying their personal leadership model. Further, they should develop skills in influencing others and in strategic thinking.

Reflections

You are never the perfect leader. Therefore the leadership course emphasizes developing the students' aptitudes of the importance of becoming reflective leadership practitioners, i.e. developing the capacity to reflect on action so as to engage in a process of continuous learning in order to improve and develop your leadership.

Prerequisites

none

Compulsory reading

Books:

Clawson, James G.. 2011. Level Three Leadership: Getting Below the Surface. 5th ed. Prentice Hall: Upper Saddle River. 434 pages

Articles:

Compendium of articles (see syllabus for further details)

Recommended reading

Books:

Avolio, B. J., & F. Luthans. 2006. The High Impact Leader: Moments Matter in Accelerating Authentic Leadership Development. New York : McGraw-Hill. 273 pages. Provides knowledge about development of authentic leadership

Kouzes, J. M. & B. Z. Posner. 2007. The leadership challenge. 4th ed. San Francisco, Calif. : Wiley. 375 pages. Provides a model for developing your abilities to lead others

Manz, Charles C. and Henry P. Sims. 2001. The New Superleadership: Leading Others to Lead Themselves. San Francisco: Berrett-Koehler. 255 pages. Provides knowledge of how to empower others so that they lead themselves

Yukl, Gary. 2010. Leadership in Organizations . 7th ed. Prentice Hall. 644 pages. Provides an overview of leadership research

Course outline

Introduction to leadership and the nature of managerial work
Self- leadership
Strategic leadership
Influencing others
Designing functional organizations
Leading change

Computer-based tools

It's learning and e-mail.

Learning process and workload

The leadership course is designed as a combination of lectures, team presentations, exercises, case discussions and hand-ins, and reflective discussions based on your own experiences. The course requires substantial preparation and active participation in class.

The leadership course is integrated with the strategy course.

Examination

30 % - reflections on your personal leadership model (written, individual)
30 % - classroom contribution (oral, individual).
40 % - case work (report and presentation) (written and oral, team)

Examination code(s)

GRA 81411 - Process evaluation; accounts for 100 % to pass the program GRA 8141, 5 ECTS credits

The course is a part of a full Executive Master of Business Administration Program and all evaluations must be passed to obtain a certificate for the degree.

Examination support materials

Re-sit examination

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee.

Additional information