



APPLIES TO ACADEMIC YEAR 2012/2013

MAN 2708/2709/2710/2711 Management by Influence

Programme

Final Master of Management Program, Master of Management Program

Responsible for the course

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Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

30

Language of instruction

Norwegian

Introduction

This program will offer participants research-based competence that is of high potential value in professional as well as personal domains of life. After completing the program participants will have an in-depth understanding of important psychological principles that are fundamental for rational decisions, effective influence, and creative problem solving.

If we peel away all the buzzwords from the management literature, two basic components remain. The first is the ability to make decisions and solve problems in a way that significantly contributes to goal attainment at different organizational levels. This component may be labeled *Rational Thinking*. The second component is the ability to implement decisions and solutions through other people. This side of management may be referred to as *Effective Influence*.

Managers are exposed to a continuous stream of new challenges. In order to function effectively it is essential to be able to solve new problems creatively and to make rational decisions in situations characterized by high uncertainty and ambiguity. Recent research on decision making demonstrates that even when we believe we have made rational decisions there will often be considerable opportunities for improvement.

The very same skills that help managers solve professional problems may also be useful in more personal realms of life. By analyzing thought-processes and the way in which thoughts affect our emotions, the program will also shed light on how managers can handle their own emotional stress while simultaneously gaining a better understanding of their peers and subordinates' patterns of thought, emotions and behavior.

The program will give participants knowledge about the prerequisites for motivating oneself and others, as well as in-depth insight into fundamental psychological principles of persuasion and influence, which may be utilized deliberately or non-deliberately in gaining sympathy, support and loyalty from superiors, subordinates, and peers. Through practical exercises, participants will also be introduced to effective methods for problem solving and decision making, as well as aids for developing creativity and effective communication.

Nationally acknowledged researchers and managers will give lectures and present practical cases and exercises. The aim of the program is to contribute to the development of knowledge and skills that are of high potential value to managers, individually as well as in groups and teams, and which may aid in organizational and personal development.

Learning outcome

Prerequisites

Bachelor degree or equivalent and 4 years work experience. Please confirm our Student regulations.

Compulsory reading

Books:

Burns, David D. 1999. The feeling good handbook. Rev. ed. Plume Book. Utvalgte kap, (400

s). (Finnes også på norsk: Tenk deg glad. Håndbok. Danor Forlag 2005.)
Cialdini, Robert B. 2009. Influence : science and practice. 5th ed. Pearson/Allyn and Bacon. (253 s). (Finnes også på norsk: "Påvirkning: Teori og praksis", Abstrakt Forlag, 2011)
Ghauri, Pervez N., Kjell Grønhaug. 2010. Research methods in business studies. 4th ed. Financial Times Prentice Hall. (212 s)
Kaufmann, Geir. 2006. Hva er kreativitet. Universitetsforlaget. (135 s)
Levi, Daniel. 2011. Group dynamics for teams. 3rd ed. Sage Publications. (alle kap., ca 300 s)
McShane, Steven L., Mary Ann Von Glinow. 2010. Organizational behavior : emerging knowledge and practice for the real world. 5th ed. McGraw-Hill/Irwin. Kap. 1-14 (440 s)
Plous, Scott. 1993. The psychology of judgment and decision making. McGraw-Hill. (260 s). (Kan erstattes med Lai 1999 Dømmekraft, se anbefalt litteratur.)
Pratkanis, Anthony R., ed. 2007. The science of social influence : advances and future progress. Psychology Press. (Hele boken, 340 s)
Reeve, Johnmarshall. 2009. Understanding motivation and emotion. 5th ed. Wiley. (Kap. 2 (23s), samt kap. 5-15 (334s))

Collection of articles:

Lai, Linda (red.). 2008. Artikkelsamling i Påvirkning og innflytelse i organisasjoner 2008-2009. (Artikkeloversikt som foreligger på kurssidene på it's learning ved semesterstart.)

Recommended reading

Books:

Bazerman, Max H., Don A. Moore. 2009. Judgment in managerial decision making. 7th ed. Wiley. (200 s). (Supplerer Plous' bok innen temaet beslutningspsykologi.)
Huczynski, Andrzej. 2004. Influencing within organizations. 2nd ed. Routledge
Lai, Linda. 1999. Dømmekraft. Tano Aschehoug. (200 s). (Dekker stor del av pensum til modulen om beslutningspsykologi på norsk.)
O'Keefe, Daniel J. 2002. Persuasion : theory & research. 2nd ed. Sage Publications. Alle kapitler er anbefalte.
Quirk, Michael P., Patricia M. Fandt. 2000. The 2nd language of leadership. Lawrence Erlbaum Associates
Sims, Henry P., Peter Lorenzi. 1992. The new leadership paradigm : social learning and cognition in organizations. Sage. (306 s)
Stewart, Greg L., Charles C. Manz , Henry P.Sims. 1999. Team work and group dynamics. J. Wiley. (189 s)

Course outline

1st course module Advances in organizational and managerial psychology.
2nd course module The psychology of influence (power, persuasion and influence).
3rd course module The psychology of personality and motivation
4th course module The psychology of decision making (rationality, decision making and creativity)
5th course module Persuasion and influence in groups and teams.

Computer-based tools

None.

Learning process and workload

The programme is conducted through five course modules, a total of 150 lecturing hours. Project tutorials differ in each Master of Management program. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to two hours pr. students following an ordinary Master of Management program. For students taking the program as their final Master of Management program the tutorials offered are estimated to a total of six hours.

Examination

The students are evaluated through a term paper, counting for 18 credit hours and an individual written exam, counting for 12 credit hours. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

For students taking this program as the final Master of Management Program the following applies:

The students are evaluated through a term paper, counting for 24 credit hours and an individual written exam, counting for 6 credit hours. The term paper may be written individually or in groups of maximum two persons. Both evaluations must be passed to obtain a certificate for the program.

Examination code(s)

MAN 27081 - term paper; 18 credits; counts for 100 % to pass the program MAN 2708x.

MAN 27091 - written exam; 12 credits; counts for 100 % to pass the program MAN 2709.

Both evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:

MAN 27101 - Term paper; 24 credits; counts for 100 % to pass the program MAN 2710.

MAN 27111 - individual written exam; 6 credits; counts for 100 % to pass the program MAN 2711.

Both evaluations must be passed to obtain a certificate for the program.

Examination support materials

None.

Re-sit examination

At the next ordinary exam.

Additional information