



APPLIES TO ACADEMIC YEAR 2012/2013

## **BIN 2984 Value Creating Leadership**

### **Programme**

Bachelor of Management

### **Responsible for the course**

Johan Olaisen, Øivind Revang

### **Department**

Department of Leadership and Organizational Behaviour

### **Term**

According to study plan

### **ECTS Credits**

30

### **Language of instruction**

To be decided

### **Introduction**

### **Learning outcome**

Acquired knowledge

Acquired skills

### **Reflection**

### **Prerequisites**

Det kreves ingen spesielle forkunnskaper for å delta på Bachelor Programmet, men deltakerne bør ha grunnleggende innsikt i organisasjon og ledelse.

### **Compulsory reading**

#### **Books:**

2005. Harvard Business Review on Managing Projects. Harvard Business School Press  
Bossidy, Larry and Charan, Ram. Execution - The Discipline of Getting Things Done. Siste utgave. Random House  
Collins, Jim and Hansen, Morten. 2012. Great by Choice: Hvorfor noen virksomheter lykkes til tross for usikkerhet, kaos og (u)flaks. Universitetsforlaget  
Collins, Jim. 2002. "Good to Great". Hvorfor noen virksomheter blir fremragende og andre ikke. Universitetsforlaget  
Galbraith, J. R.. 2002. Designing Organizations - An Executive Guide to Strategy, Structure, and Process". San Francisco, Jossey - Bass  
Hall, Kevan. Speed Lead: Faster, Simpler Ways to Manage People, Projects and teams in complex companies  
Hansen, Morten T. 2009. Collaboration: How leaders avoid the traps, create unity, and reap big results. Harvard Business Press  
Hennestad, B. W., & Revang, Ø. 2012. Endringsledelse og ledelsesendring (2 ed.). Universitetsforlaget

#### **Articles:**

Chan, Kim W. og Renee Mauborgne. 2004. Blue Ocean Strategy. Harvard Business Review  
Goffee, R. and G. Jones. 2005. Managing Authenticity - The Paradox of Great Leadership. Harvard Business Review. 87-94. (7 s)  
Greiner, L. E.. 1998. Evolution and Revolution as Organizations Grow. Harvard Business Review. (May-June): 55-67. (12 s)  
Grenness, T. 2003. Scandinavian Managers on Scandinavian Management. International Journal of Value-Based Management. 16, 9-21. (12 s)  
Hobday, M.. 2000. The project-based organisation: an ideal form for managing complex products and systems?. Research Policy. 29, 871-893. (22 s.)  
Katzenbach, J. R., & Smith, D. K.. 2005. The Discipline of Teams. Harvard Business Review. (July-August), 162-

171. (9s)

Kets De Vries, M. F. R.. 2007. Decoding the Team Conundrum: The Eight Roles Executives Play. *Organizational Dynamics*. 36(1): 28-44. (16 s.)

Kotter, J. P. 2007. Leading Change Why Transformation Efforts Fail. *Harvard Business Review*. (Jan): 96-103. (7 s.)

Kotter, J. P. and L. A. Schlesinger. 2008. Choosing Strategies for Change. *Harvard Business Review*. (July-August): 130-139. (9s)

Kotter, J. P.. 1999. What Leaders Really Do. *Harvard Business Review*. (May-June): 103-111. (9s)

Kotter, J.. 2012. The Big Idea: Accelerate. *Harvard Business Review*. (November), 44-58. (14s)

Nesheim, T.. 2011. Balancing Process Ownership and Line Management in a Matrix - like Organization. *Knowledge and Process Management*. 18(2): 109-119. (10s)

Porter, M. E.. 1996. What Is Strategy. *Harvard Business Review*. (November-December), 61-78. (15 s)

Porter, M. E.. 2008. The Five Forces That Shapes Strategy. *Harvard Business Review*. ( January), 79-93. (14 s)

Strikwerda, J., & Stoelhorst, J. W.. 2009. The Emergence and Evolution of the Multidimensional Organization. *California Management Review*. 51(4), 11-31 (20 s)

## **Recommended reading**

### **Course outline**

1st course module –  
2nd course module –  
3rd course module –  
4th course module –  
5th course module –  
6th course module –

## **Computer-based tools**

## **Learning process and workload**

The programme is conducted through five course modules, a total of 150 lecturing hours continuing during two semesters. The students for this course is assigned for lectures to each semester; the first semester is named BIN 2985 and the second BIN 2986.

## **Examination**

The students are evaluated through a term paper, counting for 60% av the main grade and an individual written homeexam, 72 hour, counting for 40 % of the main grade. 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.

### **Examination code(s)**

BIN 29841 - Home exam; accounts for 40% to pass the course BIN 2984, Value Creating Leadership, 30 credits.

BIN 29842 - Term paper; accounts for 60% to pass the course BIN 2984, Value Creating Leadership, 30 credits.

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

## **Examination support materials**

### **Re-sit examination**

At the next ordinary exam.

## **Additional information**