



APPLIES TO ACADEMIC YEAR 2012/2013

## **BLU 2984/2985/2986/2987 Value Creating Leadership**

### **Programme**

Business Adapted Master of Management Program, Final Master of Management Program

### **Responsible for the course**

### **Department**

Department of Strategy and Logistics

### **Term**

According to study plan

### **ECTS Credits**

30

### **Language of instruction**

To be decided

### **Introduction**

### **Learning outcome**

#### **Acquired knowledge**

#### **Acquired skills**

#### **Reflection**

### **Prerequisites**

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

### **Compulsory reading**

#### **Books:**

2005. Harvard business review on managing projects. Harvard Business School Publishing  
Bossidy, Larry and Ram Charan. 2002. Execution : the discipline of getting things done. Random House Business Books  
Collins, Jim og Morten T. Hansen. 2012. Great by choice : hvorfor noen virksomheter blomstrer 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, Jay R. 2002. Designing organizations : an executive guide to strategy, structure, and process. New and rev. ed. Jossey-Bass  
Hall, Kevan. 2007. Speed lead : faster, simpler ways to manage people, projects, and teams in complex companies. Nicholas Brealey Publishing  
Hansen, Morten T. 2009. Collaboration : how leaders avoid the traps, create unity, and reap big results. Harvard Business Press  
Hennestad, Bjørn W. og Øivind Revang. Endringsledelse og ledelsesendring. 2. utg. Universitetsforlaget

#### **Articles:**

Chan, Kim W. og Renee Mauborgne. Blue Ocean Strategy. Harvard Business Review. October 2004, 1-9 (9s.)  
Goffee, R. and G. Jones. 2005. Managing Authenticity - The Paradox of Great Leadership. Harvard Business Review. December): 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. and L. A. Schlesinger. 2008. Choosing Strategies for Change. *Harvard Business Review*. (July-August): 130-139. (9.s)

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

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

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

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**

## **Computer-based tools**

It's learning

## **Learning process and workload**

The programme is conducted through five course modules, a total of approx. 150 lecturing hours.

Project tutorials differ in each Executive 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 hour 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 pr. student

Please note that while attendance is not compulsory in all programmes, it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/ It's learning or other course materials.

## **Coursework requirements**

None

## **Examination**

The students are evaluated through a term paper, counting 18 ECTS credits and an individual written home exam, counting ECTS 12 credits. 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 24 ECTS credits and an individual written home exam, counting ECTS 6 credits. 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)**

BLU 29841 - Term paper; accounts for 100 % of the grade to pass the program BLU 2984, 18 credits

BLU 29851 - Home exam; accounts for 100 % of the grade to pass the program BLU 2985, 12 credits

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:

BLU 29861 - Term paper; accounts for 100 % of the grade to pass the program BLU 2986, 24 credits

BLU 29871 - Home exam; accounts for 100 % of the grade to pass the program BLU 2987, 6 credits;

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

## **Examination support materials**

## **Re-sit examination**

It is only possible to retake an examination at the next ordinary exam.

The assessment is mainly based on more than one exam code. Where this is the case, you may retake only the assessed components of one of these exam codes. Where this is not the case, all of the assessed components of the course must be retaken. All retaken examinations will incur an additional fee.

## **Additional information**