



APPLIES TO ACADEMIC YEAR 2014/2015

## BLU 2913/2914/2915/2916 Development Oriented Leadership

### Programme

Business Adapted Master of Management Program

### Responsible for the course

Øyvind Martinsen

### Department

Department of Leadership and Organizational Behaviour

### Term

According to study plan

### ECTS Credits

30

### Language of instruction

Norwegian

### Introduction

#### *About the programme*

This is an in-house programme for Sparebank-1 alliansen. It addresses managers who wish to further develop their manager talents. The programme is therefore aimed at giving ambitious and responsible managers the means to develop their skills through an increased awareness of their manager role. The programme also emphasizes that participants shall gain increased self-knowledge and awareness of others in their roles as managers.

The programme is research-based, building on recent research which indicates that capable leaders are inspiring, caring and concerned with creating values. Effective leaders are well-informed about their own organization, the market and their colleagues.

### Learning outcome

The programme which is designed for managers in Sparebank1-alliansen aims to fulfil the following goals:

- To teach managers how they can inspire, challenge and develop employees to perform better than expected
- To teach managers how they can adapt their leadership style to the challenges they're facing in order to promote a functional interaction between managers and employees
- To give managers an insight into individual qualifications for personal growth as well as strategies for developing own skills
- To develop managers' ability for creative thinking so that they can have a hand in innovation and continuous improvement of the bank
- To teach managers about the market and the needs and expectations of customers

### Acquired knowledge

- Be aware of and understand important theories and research findings from management research
- Understand what characterizes people's motivation and optimal management in terms of various forms of motivation
- Understand how the management can work together with or against other forms of governance in the organization

### Acquired skills

- Be able to analyse and evaluate own management needs based on an understanding of important aspects of the work situation and own leadership qualifications
- Be able to support, supervise and develop co-workers in practical management work
- Be able to obtain relevant research-based knowledge that can be used for improved practical managerial work

### Reflection

- To appreciate the importance of research-based knowledge on leadership
- To appreciate that good management requires continuous self-improvement in the leadership role
- To understand the importance of interaction between manager and co-worker as a basis for good management

### Prerequisites

General admission requirements: 180 ECTS and 4 years work experience. See admission requirements.

### Compulsory reading

#### Books:

Filstad, Cathrine. 2010. Organisasjonslæring : fra kunnskap til kompetanse. Fagbokforlaget. 280 s

Ghauri, Pervez N., Kjell Grønhaug. 2010. Research methods in business studies. 4th ed. Financial Times Prentice Hall  
Gjerde, Susann. 2010. Coaching : hva - hvorfor - hvordan. 2. utg. Fagbokforlaget  
Kuvaas, Bård og Anders Dysvik. 2012. Lønnsomhet gjennom menneskelige ressurser : evidensbasert HRM. 2. utg. Fagbokforlaget  
Yukl, Gary A. 2013. Leadership in organizations. 8th ed. Pearson Education

#### **Collection of articles:**

2012. Artikkelsamling med artikler og kapitler som beskriver ny forskning.

#### **Recommended reading**

#### **Course outline**

##### **Course outline**

##### **Session 1: The customer perspective**

Awareness and market orientation models  
How to implement a market-oriented strategy

##### **Session 2: The management perspective**

This session provides an overview of management research and shall enable participants to assess their own leadership abilities. We prepare for reflection on own leadership skills and awareness of own qualifications for exercising competent leadership.

##### **Session 3: Motivation and development. In theory and practice**

This session describes what characterizes the diverse aspects of human motivation. We also seek to focus on principles for how one can work with own motivation and that of others.

##### **Session 4: The leader as coach and mentor**

In this session we study what is meant by leaders developing their employees, Theory and practice in coaching and mentoring are essential. Problems associated with difficulties in the relationship between leader and employee entailing that coaching should not be applied is discussed.

##### **Session 5: The team perspective**

Many executives head teams in which the members are mutually dependent of each other. Other executives work with their own managers in teams. Theory and practice concerning team management, composition of teams and development of teams are therefore relevant.

##### **Session 6: The HR perspective**

Management is an aspect of the organization's HR-work: an optimal use of human resources. This also includes principles for appointments, learning and use of management systems. This session will therefore be aimed at placing management practice in its right context. Methods and practice that can ensure optimal new appointments will therefore be emphasized.

#### **Work between sessions**

The participants are asked to hand in own cases to be used as a basis for discussion in each session, in order to ensure that the programme is relevant for the participants and their work situation.

#### **Term paper**

The term paper will cover a large common data collection to be conducted by BI in which the data can be split up for the participants and their assignments. Other types of term papers will be also be feasible.

#### **Methodology and project work**

Participants will be trained in methodology for writing term papers. The project work will also be used in teaching when this is relevant, for instance through presentations of the completed work.

#### **Computer-based tools**

None

#### **Learning process and workload**

The programme is conducted over six modules totalling approx.150 hours.

#### **Examination**

The students are evaluated through a term paper, 18 ECTS and a five-hour individual written exam, 12 ECTS. Both exams must be passed in order to obtain a certificate in the course. The term paper is to be written individually or in groups of up to three persons.

For students taking the programme as their final Master of Management Programme the following applies: the students are evaluated through an term paper, 24 ECTS and an individual five-hour written exam, 6 ECTS. The

term paper is to be written individually or in groups of up to two persons. Both must be passed in order to obtain a certificate in the course.

**Examination code(s)**

BLU 29131 – term paper which accounts for 100% of the grade in the course BLU 2913, 18 ECTS.

BLU 29141 – 5-hour written exam which accounts for 100% of the grade in the course BLU 2914, 12 ECTS.

Both evaluations must be passed in order to obtain a certificate in the programme.

For students taking this programme as their final Master of Management Programme the following applies:

BLU 29151 – term paper which accounts for 100% of the grade in the course BLU 2913, 24 ECTS.

BLU 29161 – 5-hour written exam which accounts for 100% of the grade in the course BLU 2914, 6 ECTS.

**Examination support materials**

None

**Re-sit examination**

A re-sit is held at the next regular exam.

**Additional information**