



APPLIES TO ACADEMIC YEAR 2014/2015

MAN 2319/2320/2321/2322 Team Management

Programme

Final Master of Management Program, Master of Management Program

Responsible for the course

Trond Kjærstad, Donatella de Paoli

Department

Department of Communication and Culture

Term

According to study plan

ECTS Credits

30

Language of instruction

To be decided

Introduction

Learning outcome

The aim of the program is to provide a research-based foundation for team competence, team development and team-based organization. Major emphasis will be placed on team achievements in terms of today's research on diversity, virtual teams, internationalization and management of expert teams.

Prerequisites

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

Compulsory reading

Books:

Bang, Henning og Thomas Nettet Midelfart. 2012. Effektive ledergrupper. Gyldendal akademisk. Del 1-4, 146 sider

Bauman, Zygmunt. 2000. Savnet fellesskap. Cappelen akademisk. Sidene 33-95 + etterordet 192-216

Campbell, Joseph. 2008. The hero with a thousand faces. 3rd ed. New World Library. Del 1, kap.1, 2 og 4, 70 s.

Eriksen, Thomas Hylland, red. 2001. Flerkulturell forståelse. 2. utg. Universitetsforlaget. (kap 1-4+8, 86 s.)

Hein, Helle Hedegaard. 2013. Primadonnaledelse : når arbeidet er et kald. Gyldendal Business

Katzenbach, Jon R., Douglas K. Smith. 1993. The wisdom of teams : creating the high-performance organization. Harvard Business School Press. Prolog, kap 1,3,5,6,8, 109s

Morgan, Gareth. 1993. Imaginization : the art of creative management. Sage. Kap 1-4, 9-10 og Appendix A, 109s

Shakespeare, William. 2002. Kong Richard III's liv og død. Aschehoug

Thompson, Leigh L. 2013. Making the team : a guide for managers. 5th ed. Pearson. (kap 1,2,4,5,6,7,8,9,11, 232 s)

Trompenaars, Fons and Charles Hampden-Turner. 2012. Riding the waves of culture : understanding cultural diversity in global business. 3rd ed., rev. and updated. Nicholas Brealey. kap. 1, 3-11, 130 s

Zweig, Connie and Steve Wolf. 1997. Romancing the shadow : illuminating the dark side of the soul. Ballantine Books. Introduksjon, kap. 1, 7-9, 140s

Collection of articles:

Alvesson, M.. 2011. Hvordan motivere individer - Personalkonsepter, organisasjonsidentitet og drivkrefter. Magma. nr. 3/11. (s33-40)

Amabile, T. og Khaire, M.. 1996. Kap. 4: A Theoretical Framework. Creativity in Context. Harvard University, Westview Press

Amabile, T.. 1998. How to kill creativity.. Harvard Business Review. Sept-Oct.

Andersen, S & Sæther, Ø.. 2008. Mobilizing Competence for Performance. Themenschwerpunkt Personalführung. 11/08

De Paoli, D.. 1996. Lederskapets TAO. I Tanke, følelse, handling - perspektiver på lederutvikling. Cappelen Akademiske Forlag

Hedegaard Hein, H.. 2009. Motivation av høytspesialiserende medarbeidere.. Motivation - motivationsteori og praktisk anvendelse.. Hans Reitzels Forlag. Kap. 9

Katzenbach, J. R.. 1997. The myth of the top management team. Harvard Business Review. November-December. p. 82-91

Lewicki, R. and Bunker, B. B.. 1995. "Trust in Relationships". Jossey Bass Wiley. Chapter 5; in Bunker, B.B and J.Z. Rubin eds. Conflict, cooperation and justice s 133-173

Madsen Sandvik, A.. 2011. Ledelse av kunnskapsarbeid.. Magma. nr. 3/11. (s 56-63)

Mathieu, J.,M.T. Maynard, T. Rapp and L. Gilson. 2008. Team Effectiveness 1997-2007: A Review of Recent Advancements and a Glimpse Into the Future. Journal of Management. 34; 41

Richards, R.. 2007. Everyday Creativity: Our hidden potential.. American Psychological Association. Kap. 1

Tjosvold, D. 1995. "Cooperation Theory, Constructive controversy and effectiveness: Learning From Crisis". San Francisco: Jossey Bass.. Chapter 4 in Guzzo, R. A and E. Salas, eds. Team effectiveness and decision-making in organizations, s 79-112

Recommended reading

Books:

Leonard-Barton, Dorothy, Walter C. Swap. 1999. When sparks fly : igniting creativity in groups. Harvard Business School Press

Wheelan, Susan A. 2013. Creating effective teams : a guide for members and leaders. 4th ed. SAGE

Course outline

1st course module – The High performing team
 2nd course module – Management of the privileged team
 3rd course module – Creative team processes
 4th course module – Does the management team exist?
 5th course module – Intercultural and international teams - study tour to Barcelona

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 23191 - term paper; accounts for 100 % to pass the program MAN 2319, 18 credits
 MAN 23201 - written exam; accounts for 100 % to pass the program MAN 2320, 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:

MAN 23211 - Term paper; counts for 100 % to pass the program MAN 2321, 24 credits
 MAN 23221 - individual written exam; counts for 100 % to pass the program MAN 2322, 6 credits
 Both evaluations must be passed to obtain a certificate for the program.

Examination support materials

All aids are allowed + calculator TEXAS INSTRUMENTS BA II PlusTM.

Re-sit examination

At the next ordinary exam.

Additional information