



APPLIES TO ACADEMIC YEAR 2015/2016

## BIK 2904 Situational Leadership

### Programme

Single courses

### Responsible for the course

Geir Thompson

### Department

Department of Leadership and Organizational Behaviour

### Term

According to study plan

### ECTS Credits

7,5

### Language of instruction

Norwegian

### Introduction

*Practical tools for you as leader*

This is a very practical course depicting daily management of groups or small organizations. You are offered tools that you might try out immediately. As a leader you have to understand your followers and their situation, then you may choose a leadership style appropriate to the situation at hand, bearing in mind the development of your followers. The leader's tool box is presented in detail. Much emphasis is given to creating a good atmosphere and good relations.

### Learning outcome

#### Knowledge

Having completed the course, participants should

1. See the big picture of modern leadership
2. Understand the meaning of emotional intelligence
3. Have knowledge of leadership theories, i.e. Grid; situational leadership; self leadership and super leadership; transactional leadership and transformational leadership
4. Have knowledge of the five levels of leadership: Ideological leadership; Strategic leadership; Administrative leadership; Operational leadership; Self leadership
5. Have gained insight into the leader's tool kit: Conflict management, feedback, etc.

#### Skills

1. Deploy situational leadership in a job setting
2. Use at least 10 practical tools from the leader's tool kit
3. Greater awareness of your own emotional intelligence and ability to use these skills in practice
4. Identify, deploy and work on your own signature strengths as a leader
5. Support and challenge followers so that they succeed
6. Create your own plan for personal development as a leader

#### Attitudes and values

1. Altruistic attitude. Wanting to help followers and customers succeed
2. Making a contribution so that followers can develop their signature strengths and live a meaningful life
3. Reflecting on your personal signature strengths
4. Possessing a constructive yet critical approach to theories and tools in leadership. Consciousness of both positive and negative consequences and implications of using such theories and tools

### Prerequisites

Participants should have some insight into organizations and leadership and/or leadership experience.

### Compulsory reading

#### Books:

Berg, Morten Emil. 2008. *Ledelse : verktøy og virkemidler*. 3. utg. Universitetsforlaget. 300 sider  
Thompson, Geir. 2011. *Situasjonsbestemt ledelse*. 3. utg. Gyldendal

### Recommended reading

#### Books:

2010. *Leading at a higher level : Blanchard on how to be a high-performing leader*. 2nd ed. Pearson

## **Course outline**

### **Perspectives on efficient leadership**

- What does the role imply?
- Leadership on five levels
- Me as a leader: Challenges and possibilities
- Paradoxes and dilemmas facing leaders
- Concern for followers and concern for tasks
- Transactional leadership and transformational leadership

### **Situational leadership**

- Various leadership styles: Telling; Coaching; Supporting; Delegating
- Choosing leadership style according to followers' level of competency and commitment
- Developing followers' competency
- Evaluation and practical use of situational leadership. "Different strokes for different folks"

### **Leader's tool kit**

- Emotional intelligence
- Development of signature strengths
- Goals. Delegation. Empowerment
- Self leadership. Monitoring your own thoughts. Mental maps
- "Strokes and punishment". Feedback. 360 feedback
- Dialogue with followers. Coaching.
- Time management
- Flow
- Handling the power aspect. Conflict management
- Success criteria and pitfalls

### **Personal development plan**

- How might I develop as a leader?

## **Computer-based tools**

itslearning

## **Learning process and workload**

42 hours lectures, teamwork, etc. When arranged as an in-house course, there will be contributions from the organization itself. Assignments can be focused on the particular organization. Emphasis is put on creating a good and supporting learning environment.

BI Netstudies

When completing the course at BI netstudies, students access the netbased teaching platform Apollon and also participate at regular lectures. Relevant literature, exercises (also included assignments to be handed in), relevant cases as well as digital resources will be published on Apollon. Students may communicate with their net teacher and fellow students.

## **Examination**

Five hours written examination.

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

BIK 29041 - Written exam; counts 100% in order to pass the course BIK 2904, 7,5 credits.

### **Examination support materials**

None

### **Re-sit examination**

Re-sit at the next ordinary exam. New book 2015/2016: G. Thompson. 2013. Situasjonsbestemt ledelse. 3. utgave. Gyldendal Akademisk.

## **Additional information**