



APPLIES TO ACADEMIC YEAR 2016/2017

BIK 2943 Board Development, Innovation Management and Social Responsibility

Programme

Single courses

Responsible for the course

Atle Midttun, Frode Solberg

Department

Department of Law

Term

According to study plan

ECTS Credits

7,5

Language of instruction

Norwegian

Introduction

The course provide professional specialization in three focus areas: 1) board development, 2) innovation management, and 3) reputation / social responsibility / ethics.

The three focus areas catch emerging trends of our time: Innovation and change management are becoming increasingly important in a society in rapid technological and social evolution. Reputation, social responsibility and ethics are receiving increased attention in a more and more transparent and communicative world. And, last but not least, this increases the demands on leadership skills and managerial development. At a time when both industry and society expect the board to take an active role in the formulation of corporate strategy, it is also important that the board has expertise in these areas.

The course combines theory and practice: It gives participants insight into the main contribution to the fundamental thinking in the three focus areas, and combines it with 'hands on' experience from practical cases.

Learning outcome

Knowledge:

- Understand how the Board should develop itself and its governance function within a coherent framework for optimal business management. This includes, understand the chairman's special role and tasks as well as the challenges facing external directors.
- Understand challenges in managing entrepreneurship, innovation and restructuring of enterprises. This includes understanding the governance hurdles in phases of corporate development from entrepreneur phase until mature product; and governance challenges of intrapreneurship and restructuring in mature companies.
- Understand the importance of reputation issues, social responsibility and ethics as governance challenges in an increasingly transparent and communicative world. This Includes understanding how reputation, corporate responsibility and ethics can be actively used in corporate value creation.

Skills:

- Ability to facilitate and promote a good and active Board management of the Board. Including ability on behalf of the Board to continuously communicate well with the general manager - shareholders – employee representatives - and other stakeholders
- Knowledge of methods and tools to promote appropriate development from entrepreneurship towards a mature company, seen from a Board perspective.
- Insight into approaches and tools to work systematically with reputation, social responsibility and ethics, and the Board's role in such matters.

Reflection:

- To take ethical considerations in the boardroom by positively influencing the attitudes of Board members
- Development of respect for the complexity of the Board's work
- Respect for the time required for preparation in order to exercise solid work in the Board

Prerequisites

There are no requirements, but Board competence I from BI, or equivalent courses with exam certificate from other Norwegian Colleges / Universities may be of advantage.

Compulsory reading

Books:

Selvik, Arne. 2009. Styreverden. Fagbokforlaget

Book extract:

Kompendium i innovasjon og omstilling. Midttun, Atle og Nils-Otto Ørjasæter (2007) «Selskapet som et knippe produktssykluser: organisering av intraprenørskap i det innovative foretak» i Tor Hernes og Anne Louise Koefoed (red): Innovasjonens odysse: Innovasjonsledelse fra idé til marked. Fagbokforlaget 2007).

Erichsen, Morten – Solberg, Frode og Stiklestad, Trond. 2015. Ledelse i små og mellomstore virksomheter. 1. utg. Fagbokforlaget. Kap 12 om innovasjon og forretningsutvikling.

Cooper, Robert G. (2008) Perspective: The Stage-Gates Idea-to-Launch Process—Update, What's New, and NexGen Systems. J Prod Innov Manag 2008; 25: 213–232

Kompendium i omdømme, samfunnsansvar og etikk. Midttun, Atle (2007): "CSR eller bedriftens samfunnsansvar: En megatrend vokser fram." MAGMA no 3".

Huse, Morgen (2013: "CSR and Corporate Governance" in Midttun, Atle (ed) CSR and Beyond, A Nordic Perspective. CappelenDamm. Oslo.

Peggy Simcic Brønn (2013) «CSR and Communication" in Midttun, Atle (ed) CSR and Beyond, A Nordic Perspective. CappelenDamm. Oslo.

George Monbiot, Joel Bakan, Torger Reve, Caroline Taylor, Atle Midttun & Paddy Coulter (2013) "Debating CSR, Democracy and Value Creation" in Midttun, Atle (ed) CSR and Beyond, A Nordic Perspective. CappelenDamm. Oslo.

Porter, Michael and Kramer, Peter (2011): Creating Shared Value. Harvard Business Review; Jan/Feb2011, Vol. 89 Issue 1/2.

Strand, Robert and Freeman, R (2015) 'Scandinavian Cooperative Advantage: The Theory and Practice of Stakeholder Engagement in Scandinavia'. Journal of Business Ethics. Mar 2015, Vol. 127 Issue 1

Kompendium i styreutvikling. Kubr, Milan, ed. 2002. Management consulting: a guide to the profession. 4th. International Labour Office. Chapter 7, 8 and 9.

Erichsen, Morten – Solberg, Frode og Stiklestad, Trond. 2015. Ledelse i små og mellomstore virksomheter. 1. utg. Fagbokforlaget. (Kapittel 6).

Sjøvold, Endre (2009), Før du vurderer teambygging- Myter og fakta om ledergrupper/-team og effektivitet, Artikkel i Magma

Bråthen Tore. 2013. «Styrelederen i aksjeselskaper og allmenaksjeselskaper: juridiske spørsmål». Praktisk økonomi & Finans 29(2) : 59-74.

Kaplan, Robert S. og David P. Norton, The Balanced Scorecard – Measures that Drive Performance, Harvard Business Review. Jan-febr. 1992

Recommended reading

Books:

Huse, Morten. 2011. Styret : tante, barbar eller klan?. 4. utg. Fagbokforlaget

Solberg, Frode. 2015. Ledelse i små og mellomstore virksomheter. Fagbokforlaget

Other:

Liste over aktuelle artikler/kapitler deles ut ved kursstart

Course outline

Overview of Topics

Board Development

- The role of the Board executive
 - The Chairman's special role and tasks
 - Leadership and teamwork on the Board, the shareholders / owners and the executive management
 - The Board as a value-creating team - Team Development
 - The Board's strategic control
 - The external chairman, a management resource

Entrepreneurship, innovation and restructuring of enterprises

- Management of entrepreneurship, innovation and change in rapidly evolving firms
- Management challenges in phases of corporate development from the entrepreneurial phase until the mature product phase
- Management challenges of intrapreneurship and restructuring in mature companies
- Balancing efficiency and creativity
- Practical examples

Reputation, social responsibility and ethics

- Reputation issues, social responsibility and ethics as Board challenges
- How reputation, corporate responsibility and ethics can be actively used in corporate value creation
- Stakeholders and stakeholder analysis
- Ethical and societal reflection as Board concerns
- Practical applications

Computer-based tools

Learning process and workload

- The course consists of 36 hours of instruction, module based, total 5 or 6 days during one semester.

Participation in teaching 36 hours

Preparation for lectures / reading literature 80 hours

Writing term paper 54 hours

Exercises 15 hours

Self-study and study groups 15 hours

Total 200 hours

Study progression is ensured through debates and discussions during the modules. Students are given counselling during various phases of their project work.

They must submit a preliminary theme/issue that they want to work on, together with an indication of relevant literature following the first session. The lecturer will provide feedback on this and coach the student group during the teaching sessions.

The course consists of 36 lessons over 6 days, completed in modules of 2 days - one for each focus area

Resources

36 hours Lectures and sessions

6 hours Preparations, dialogue and adjustments

Examination

Examination form is term paper. The term paper will be set at the beginning of the semester and must be submitted at the end of the semester. The term paper may be done in groups of 1 to maximum 3 students.

Examination code(s)

BIK 29431 Board Development, Innovation Management and Social Responsibility. The term paper counts 100% towards the final grade in BIK 2943 Board Development, Innovation Management and Social Responsibility, and gives 7,5 credits

Examination support materials

All

Re-sit examination

Re-sit at the next ordinary exam

Additional information