



APPLIES TO ACADEMIC YEAR 2016/2017

## **BMP 2700 High Performance Leadership**

### **Programme**

Bachelor of Management Program

### **Responsible for the course**

Geir Thompson, Øyvind Martinsen

### **Department**

Department of Leadership and Organizational Behaviour

### **Term**

According to study plan

### **ECTS Credits**

30

### **Language of instruction**

Norwegian

### **Introduction**

Today's workday is characterized by increased demands for competence, independence, creativity and performance. This must not be done at the expense of co-workers' health and job satisfaction, as well as the organization's economic and ethical principles. Research and experience have shown that there are ways to achieve such objectives and this program is based on the newest principles within these important areas

### **Learning outcome**

The program is aimed at:

- making leaders aware of topics like motivation, self-leadership, creativity and inspiring management.
- giving insight into and training in methods for improving one's own accomplishments and creating job satisfaction in one's own, as well as others' work day.
- giving participants a good understanding of how they may develop self-managed teams and how team leader may prepare the team's accomplishments.
- Participants will get an insight into important aspects that will influence their creativity and ability to make decisions.

### **Prerequisites**

No specific prerequisites.

### **Compulsory reading**

#### **Books:**

Berg, Morten Emil, Øyvind Martinsen og Geir Thompson. 1998. Ledelse, kompetanse og omstilling. Universitetsforlaget

Eriksen, Thomas Hylland ... [et al.], red. 2003. Selvledelse : menneskelig kapital i det nye arbeidslivet. Gyldendal akademisk

Grønhaug, Kjell, Odd H. Hellesøy og Geir Kaufmann. 2001. Ledelse i teori og praksis. Fagbokforlaget. 400 s

Kaufmann, Geir og Astrid Kaufmann. 2015. Psykologi i organisasjon og ledelse. 5. utg. Fagbokforlaget. Utvalgte kapitler: 150 s

Kaufmann, Geir. 2006. Hva er kreativitet. Universitetsforlaget

Lai, Linda. 1999. Dømmekraft. Tano Aschehoug. 200 s

Neck, Christopher P., Charles C. Manz. 2013. Mastering self-leadership : empowering yourself for personal excellence. 6th ed. Pearson Education

Nygård, Roald. 2007. Aktør eller brikke? : søkelys på menneskets selvforståelse. 2. utg. Cappelen

Sjøvold, Endre. 2006. Teamet : utvikling, effektivitet og endring i grupper. Universitetsforlaget

Thomas, Kenneth W. 2009. Intrinsic motivation at work : what really drives employee engagement. 2nd ed. Berrett-Koehler

Thompson, Geir and Jane Zhen Li. 2010. Leadership : in search of effective influence strategies. Gyldendal akademisk

#### **Book extract:**

Gjerde, Susann. 2010. Coaching : hva, hvorfor, hvordan. 2. utg. Fagbokforlaget. Kapittel 7: Aktiv lytting

Glasø, Lars og Geir Thompson, red. 2013. Transformasjonsledelse. Gyldendal Akademisk. Kapittel 1 og 2 er obligatorisk pensum

Kuvaas, Bård og Anders Dysvik. 2012. Lønnsomhet gjennom menneskelige ressurser : evidensbasert HRM. 2.

utg. Fagbokforlaget. Kapittel 9: Medarbeidersamtale

Richardson, A. M. 2002. Utbrenthet til jobbengasjement : hvordan oppnå økt vitalitet, entusiasme og fordypelse i arbeidet. I: Roness, Atle og Stig Berge Matthiesen, red., Utbrent : krevende jobber - gode liv. Fagbokforlaget

#### **Articles:**

Gagné, M., & E. L. Deci. 2005. Self-determination theory and work motivation. Journal of Organizational Behavior. 26(4). 331-362

Goleman, Daniel. 2004. What makes a leader. Harvard Business Review. Jan. s. 82-91

Kluger, A. N., & A. DeNisi. 1996. The effects of feedback interventions on performance: A historical review, a metaanalysis, and a preliminary feedback intervention theory.. Psychological Bulletin. 119 (2). p. 254-284

Kuvaas, Bård. 2005. Når dårlige ledelsesteorier resulterer i dyr og dårlig ledelse. Magma. Juni. s. 20-33

#### **Recommended reading**

##### **Books:**

Martinsen, Øyvind L., red. 2015. Perspektiver på ledelse. 4. utg. Gyldendal akademisk

Roness, Atle og Stig Berge Matthiesen, red. 2002. Utbrent : krevende jobber - gode liv. Fagbokforlaget

#### **Course outline**

The program is constructed as an integrated learning program consisting of the main areas:

1. An information part where we go through important topics within the areas of leadership, self-leadership, super-leadership and self-managed teams, as well as the psychological and the theoretical background for these topics.
2. A process part that aims to make participants aware of their own conduct and thinking process, their strategies' strengths and weaknesses. This creates the basis for making a personal development plan that the leaders will work on during the course.
3. A project part where the theoretical and practical learning will be adapted to one's own situation. This project part will culminate in a project paper. The project may be based on the participant's result of a 360 degree evaluation of one's own style of self-leadership and be summed up with integration and discussion of the relationship between the leader's experiences, personal development and new research based knowledge in psychology and leadership. Other, more traditional projects with focus on the program's topics may also be chosen.

Topics:

1. Session - Introduction and overview
2. Session - Motivation, performance and self-leadership
3. Session - Super-leadership, transformation and inspiration
4. Session - Creativity, self-leadership and personal branding

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

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

The Program is taught over two semesters. Participants will be signed up for each semester; the 1. Semester lecture course code is BMP 2701 and the 2. Semester course code BMP 2702.

Students will work on a project paper throughout the course and may work individually or in groups of two to three students. At each session there is allotted time for guidance. Students will get an introduction into relevant methods and analysis techniques that may be used in the project paper, as well as feedback on progression.

BI Net based studies.

The BI Net based studies utilize the net based education platform Apollon combined with sessions. Net instructor publishes topics, practice papers (papers for submission with feedback included), as well as possible case and digital learning resources. Students are given the possibility to communicate with lecturer and fellow students.

#### **Examination**

At the end of the course students will hand in a project paper which gives 18 credits, as well as a five hour written, individual exam which gives 12 credits. Both have to achieve a passing grade in order to obtain a program certificate.

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

BMP 27001 - project paper, accounts for 60% to get a passing grade in the course BMP 2700, 30 credits

BMP 27002 - individual 5 hour written exam, accounts for 40% to get a passing grade in the course BMP 2700, 30 credits.

Both courses/exams must be given passing grades in order to obtain a program certificate.

#### **Examination support materials**

None - individual 5 hour written exam .

#### **Re-sit examination**

Re-sit at the next ordinary exam

## **Additional information**