

Scandinavian Management Skandinavisk organisation och ledarskap

7.5 credits

Ladok Code: 21SM2B

Version: 10.0

Established by: Committee for Education in Business and Working Life 2022-08-30

Valid from: Autumn 2022

Education Cycle: First cycle

Main Field of Study (Progressive Specialisation): Business Administration (G1F)

Disciplinary Domain: Social sciences

Prerequisites: Passed courses of 15 Credits in Business Administration.

Subject Area: Business Administration

Grading Scale: Seven-degree grading scale (A-F)

Content

The course deals with characteristics of Scandinavian work organisation and leadership/management, especially from a perspective of Swedish work life but also aspects of sustainability from a management perspective, mostly CSR (Corporate social Responsibility).

The different parts of the course contains theories about different ways to describe national and cultural differences between countries both in general and regarding leadership and management respectively, differences in work conditions in different countries, how to do business in different cultures and countries and the views on social and cultural sustainable development in different cultures, especially CSR.

Learning Outcomes

After the course the students are expected to:

Knowledge and Understanding

1.1 give account for relevant models and concepts in established research that is relevant for analysing cultural differences in management,

1.2 give account of aspects of sustainability, amongst others CSR, Corporate Social Responsibility, from a cultural perspective,

Capabilities and Skills

2.1 in written format of a journal in a group work give account for her/his knowledge within the current knowledge domain,

2.2 in a group contribute to the oral presentation of their knowledge within the current knowledge domain,

Judgment and Approach

3.1 discuss pros and cons on implementation of Scandinavian management,

3.2 explicitly reflect upon the implementation of different styles of management and

3.3 suggest and motivate actions to make current concepts within trade more sustainable – ethically, environmentally and socially.

Forms of Teaching

The teaching includes traditional lecturing and work in teams. Lecturing is combined with writing reports and making presentations at seminars. While working in teams the students are expected to search relevant research articles on their own. The literature is in English.

The language of instruction is English.

Forms of Examination

The examination consists of:

- Presentation: One oral presentation of an analysis of management styles in a chosen movie

Learning outcomes: 1.2, 2.1, 3.1 and 3.2

Credits: 2,0

Grading: Two levels (Pass/Not pass)

If not passed the student/-s have to submit a written presentation

- Assignment: Written and oral presentation in group about management of sustainability work in companies in a chosen branch from an intercultural perspective from the standpoint of Scandinavian Management

Learning outcomes: 1.2, 2.1, 2.2, 3.1, 3.2, and 3.3

Credits: 2,0

Grading: Two levels (Pass/Not pass)

If not passed the student/-s have to submit a supplementing written assignment

- Assignment: A group log over the work with the above

Learning outcomes: 2.1 and 2.2

Credits: 0,5

Grading: Two levels (Pass/Not pass)

- Written exam: Individual written exam

Learning outcomes: 1.1 and 1.2

Credits: 3,0

Grading: A-F.

The criteria for Grades A-E for the entire course are Pass on presentation and assignment including logbook and A-E at written individual exam. The final grade is in regards of the result of the written exam. Also attendance at elaborative exercises/seminars are mandatory. If not participating the student have to submit a written assignment about the topic of the exercise.

If the student has received a decision/recommendation regarding special pedagogical support from the University of Borås due to disability or special needs, the examiner has the right to make accommodations when it comes to examination. The examiner must, based on the objectives of the course syllabus, determine whether the examination can be adapted in accordance with the decision/recommendation.

Student rights and obligations at examination are in accordance with guidelines and rules for the University of Borås.

Literature and Other Teaching Materials

Angus-Leppan, T., Metcalf, L. & Benn, S., (2009), Leadership - Styles and CSR Practice: An Examination of Sense making, Institutional Drivers and CSR Leadership, *Journal of Business Ethics*, Vol.93(2), pp.189-213

Blasco, M., Egholm Feldt, L. & Jakobsen, M., (2012), If only cultural chameleons could fly too: A critical discussion of the concept of cultural intelligence. *International Journal of Cross Cultural Management* Vol 12 (2): 229-245

Brewer, P. & Venaik, S., (2012) On the misuse of national culture dimensions. *International Marketing Review* Vol. 29 No. 6, 2012 pp. 673-683

Byrkjeflot, H. (2003). Nordic Management: From Functional Socialism to Shareholder Value? I Czarniawska, B. & Sevón, G. (red) *The Northern Lights – Organization Theory in Scandinavia*. Copenhagen Business School Press, sid 18-39.

Du, S., Swaen, V., Lindgreen, A., & Sen, S. (2013). The Roles of Leadership Styles in Corporate Social Responsibility. *Journal of Business Ethics*, 114(1), 155-169.

Fleming, D. & Thörnqvist, D. (red.). (2003). *Nordic Management-Labour Relations and Internationalization: Converging and Diverging Tendencies*: Norden 2003:15.

Grenness, T., (2003). Scandinavian Managers on Scandinavian Management, *International Journal of Value-Based Management*, (16:9), sid. 9-21.

Isacsson, P. (2009). *Chinese Views on Swedish Management*, Vinnova Report, VR 2009:33. Stockholm, Vinnova.

Michael Minkov, M. & Hofstede, G., (2011), "The evolution of Hofstede's doctrine", *Cross Cultural Management: An*

Porter, M. E. & Kramer, M. R. (2006). Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility, *Harvard Business Review* 84(12), 78–92.

Røvik, K.A., (2011), *From Fashion to Virus: An Alternative Theory of Organizations' Handling of Management Ideas*, *Organization Studies*, 32(5), 631–653

Venaik, S., Zhu, Y. & Brewer, P., (2013), "Looking into the future: Hofstede long term orientation versus GLOBE future orientation", *Cross Cultural Management: An International Journal*, Vol. 20 Iss 3 pp. 361 - 385

Waldman, D.A., De Luque, M.S., Washburn, N., House, R.J., & Van den Berg, P.T. (2006). Cultural and leadership predictors of corporate social responsibility values of top management: A GLOBE study of 15 countries. *Journal of International Business Studies*, 37(6), 823-837.

Further literature and other means are presented at the LMS used, (60 pp.).

Student Influence and Evaluation

The course will be evaluated in accordance with current regulations at University of Borås, meaning that the opinions of the students should be collected. The Course Evaluation Report is to be published and fed back to participating and future students and will be used for future development of courses and educational programmes. The course coordinator is responsible to arrange the evaluation.

Miscellaneous

The course is given as a non-compulsary course.