

Danish School of Media and Journalism
Media Production and Management
Course description
Spring semester 2022
Manage and Lead
4th semester

Number of ECTS Credits: 10 ECTS

Aims:

This course offers students the opportunity to gain a deeper understanding of management and leadership that are relevant to the media and creative industries as in other industries if the student prefers that. The specific topics are offered as electives.

It is the intention that the students obtain a qualified overview and understanding of different leadership and management styles within an organization as well as an insight into the various Management Systems (MS) that exist in a globalized world. This way the students become able to analyze and consider the applicability of these MS in a given organization including implementation and the daily compliance to these MS

Pedagogical and didactic approaches:

The course begins with two weeks of joint study, after which the students in groups choose a specialization track. The rest of the course is organized with the focus on a chosen Case-company (or organization), where the students, operates through desk research and field research (with contact to the company / organization).

The student must choose one of the elective topics that will form the basis for the analyzes. Through the concept of flipped classroom, the students will throughout the course familiarize themselves with the various topics and analyze how these might be implemented or used in the case-company.

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Learning outcomes:

The students will obtain the following during the course:

- get an introduction to Leadership vs. Management
- perform different self-evaluation tests of your own leadership-style
- learn to see the business-cultural differences in Cross Cultural Business-Behavior.

Knowledge and understanding:

The student will gain knowledge of the theoretical principles and practical applicability for the chosen specialization track, either:

- TRACK 1: Sustainability (UN 17 Sustainable D.G, UN Global Compact, Environmental Management)
- TRACK 2: Events Management
- TRACK 3: Continuous Improvement (Lean Six Sigma and Quality Management)
- TRACK 4: Innovation Management and Change Management

Skills:

After this course, the student should be able to participate in decision-making and professional discussions within the chosen areas. Including:

- reflect and discuss current and future improvement issues
- engage in decision-making regarding these issues
- join a company that uses some of these topics

Literature (to be purchased before the course begins):

Gesteland, R. R. (2012) *Cross-Cultural Business Behavior* 5th edition, CBS Press 2012.
ISBN13: 9788763002387

ATTENTION: Depending on which of the four tracks the student choose, additional literature may need to be purchased. See track descriptions below.

Literature (available online):

Lewis, R.D. (2013) *When Cultures Collide. Leading Across Cultures*. Nicholas Brealey International. ISBN 978-1-904838-02-9
14 pages (p.xv-xix + 33-34 + 41-42 plus another 2-5 pages, depending on culture)

Global Definitions of Leadership and Theories of Leadership Development: Literature Review.
by University of Cambridge Institute for Sustainability Leadership 2017

Supplementary literature for international students only

Mintzberg, Lampel, Quinn and Ghoshal (2003). *The Strategy Process*. p. 209-226:
The Structuring of Organizations (Mintzberg) 4th edition. Prentice Hall, 2003.
ISBN 9780130479136

TRACK 1 : Sustainability (free pdf-files):

United Nations 17 Sustainable Development Goals

<https://www.un.org/sustainabledevelopment/>

UN 17 SDG: 170 daily actions

<https://drive.google.com/file/d/1iMdE6DLLuCqwg3K9U-DaTUWB6KyMa8QG/view>

UN Global Compact:

<https://www.unglobalcompact.org/>

EMAS

http://ec.europa.eu/environment/emas/index_en.htm

ISO 14001

Introduction to ISO 14001:2015 (12 pages)
https://www.iso.org/files/live/sites/isoorg/files/archive/pdf/en/ims_3-2007.pdf
<https://www.iso.org/iso-14001-environmental-management.html>

Eco-Labels

<http://www.nordic-ecolabel.org>
http://ec.europa.eu/environment/ecolabel/index_en.htm
<http://ec.europa.eu/environment/ecolabel/documents/EU%20Ecolabel%20leaflet.pdf>
<http://www.pefc.org/> <http://fsc.org/>

ISO 26000:

Discovering ISO 26000 (8 pages free download)

<https://www.iso.org/publication/PUB100258.html>

Schematic Overview of ISO 26000 (1 page, free download)

http://www.iso.org/iso/home/store/publication_item.htm?pid=PUB100260

Social responsibility: 7 core subjects (1 page, free download)

http://www.iso.org/iso/sr_7_core_subjects.pdf

ISO Focus+ Volume 2, No. 3, March 2011, ISSN 1729-8709 (48 pages, free download)

<http://www.iso.org/iso/home/standards/iso26000.htm>

<http://www.csrcompass.com/>

<https://www.unglobalcompact.org/AboutTheGC/index.html>

ISO 14001:2015 Environmental management systems

– Requirements with guidance for use. For more info : <https://www.iso.org/standard/60857.html>

5 pages:

Introduction: 2,5 pages

Page: 1+10–11 (2,5page)

ISO 14004:2016 Environmental management systems – General guidelines

on principles, systems and support techniques. More info: [https://www.iso.org/standard-ard/60856.html](https://www.iso.org/standard/ard/60856.html)

9 pages:

Page: 5 – 13

ISO 26000:2010 Guidance on social responsibility

For more info: <https://www.iso.org/standard/42546.html>

20 pages:

Page: iii + vi–x (6 pages)

Page: 1 – 14 (14 pages)

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TRACK 2 : Events Management (to be purchased)

Bladen, C. Et al (2017) *Events Management - An Introduction*. 2nd edition 2017, Taylor & Francis Ltd. ISBN13: 9781138907058

TRACK 3: Continuous Improvement and Quality Management (free pdf-files)

Pedersen, M. A. (2018) *The Continuous Improvement Primer - an introduction to Basic Lean, Quality Management, Environmental Management and other Management Systems*.

Chapter 1-5 in 2nd Edition 2018. Amazon, CreateSpace.

https://www.amazon.de/dp/1985895722/ref=sr_1_2?s=books-intl-de&ie=UTF8&qid=1519808248&sr=1-2

Ohno, T. (1988) *Toyota Production System – Beyond Large-Scale Production*. Taylor & Francis Inc. 1988
ISBN-10:0915299143 / ISBN-13:9780915299140

30 pages:
Page: ix–xv
Page: 1–15
Page: 17–24

Womack, J.P. and Jones, D.T. (2003) *LEAN Thinking – Banish Waste and Create Wealth in Your Corporation*. Simon & Schuster, 2nd edition, 2003
ISBN-13: 978-0-7432-3164-0

30 pages:
Page: 5–6
Page: 15–36
Page: 286–291

Liker, J. K. (2003) *The Toyota Way – 14 Management Principles from the world's greatest manufacturer*. McGraw-Hill; 1 edition.
ISBN-10: 0071392319 / ISBN-13: 978-0071392310

30 pages:
Page: xvi–xvii
Page: 3–14
Page: 27– 1

Learning to See: Value Stream Mapping – to Add Value and Eliminate MUDA by Mike Rother and John Shook, 1999 (112 pages)
ISBN-13: 978-0966784305 / ISBN-10: 0966784308

27 pages:
Page: 1–7
Page: 9–12
Page: 14–29

ISO 13053-1:2011 Quantitative methods in process improvement
– Six Sigma – Part 1: DMAIC methodology
For more info: <https://www.iso.org/standard/52901.html>

ISO 13053-1:2011 Quantitative methods in process improvement
– Six Sigma – Part 2: Tools and techniques
For more info: <https://www.iso.org/standard/52902.html>

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LEAN and the printing industry (if relevant to your case assignment)

How Lean is Print by PIA/GATF 2008
<https://ci.printing.org/wp-content/uploads/2018/06/How-Lean-is-Print-MP-May-June08.pdf>

The Printers hidden Factory for Waste by PIA/GATF
<https://ci.printing.org/wp-content/uploads/2018/06/The-Printers-Hidden-Factory-for-Waste.pdf>

5 S for Printers by PIA/GTAF 2007
<https://ci.printing.org/wp-content/uploads/2018/06/5-S-K-Rizzo-Mgt-Port-Mar-Apr07.pdf>

Why Lean Isn't Working in the Print Industry, and What You Should Be Doing About It! by PIA/GTAF 2007
http://digitalcommons.calpoly.edu/cgi/viewcontent.cgi?article=1006&context=grc_fac

Quality Management (free pdf-compendium)

Pedersen, M. A. (2018) Chapter 6 in *The Continuous Improvement Primer - an introduction to Basic Lean, Quality Management, Environmental Management and other Management Systems*. Chapter 6 2nd Edition 2018. Amazon, CreateSpace.
https://www.amazon.de/dp/1985895722/ref=sr_1_2?s=books-intl-de&ie=UTF8&qid=1519808248&sr=1-2

ISO 9001 Quality Management System

How One Ad Agency Boosted Productivity after Cutting Costs
<https://www.fastcompany.com/1552362/how-one-ad-agency-boosted-productivity-after-cutting-costs>

Taking the first steps towards a quality management system

ISO Management Systems – July-August 2004, page 19 – 25 (free download from ISO)
http://www.qualitysolutions.co.za/wp-content/uploads/2017/01/ISO_article_on_ISO_9001.pdf

ISO 9001 Certification through Lloyd's Register Quality Assurance (LRQA)

<http://www.lrga.co.uk/what-we-do/certification/>

ISO 9001 Certification through Bureau Veritas

http://www.bureauveritas.com/wps/wcm/connect/bv_com/group/services+sheet/iso-9001-certification_12249

ISO 9001 Certification through DNV GL - Business Assurance

<http://www.dnvba.com/Global/certification/management-systems/quality/Pages/ISO-9001.aspx>

ISO 9001:2015 for Small Enterprises. What to do? Advice from ISO/TC 176

For more info: <https://www.iso.org/publication/PUB100406.html>

30 pages

11-13+15-19+23-25 + 33 + 111-121
+173-179 + 183-184

TRACK 4 : Innovations Management and Change Management (to be purchased)

Keeley, L., Pikkell, R., Quinn, B., & Walters, H. (2013). *Ten types of innovation: The discipline of building breakthroughs* Hoboken, NJ: John Wiley & Sons Inc.

Free pdf-compendium :

Pedersen, M. A. (2018) *The Continuous Improvement Primer - an introduction to Basic Lean, Quality Management, Environmental Management and other Management Systems*. Chapter 10-11 2nd Edition 2018. Amazon, CreateSpace.

https://www.amazon.de/dp/1985895722/ref=sr_1_2?s=books-intl-de&ie=UTF8&qid=1519808248&sr=1-2

Kotter, J.P. (2012) *Leading Change* Harvard Business School Press

Attendance:

Attendance is required on all scheduled lesson days and you must participate actively in the group work and in other course activities and communication via LMS (itsLearning).

Exam/Grading:

Grading is based on individual or group assignments, using the ECTS scale with an internal examiner. For group projects, the specific contribution of each group member must be clearly noted.

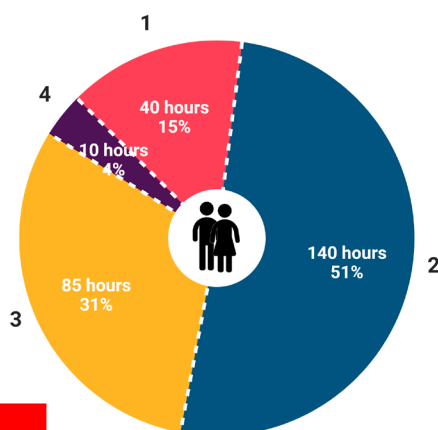
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The Study Activity Model

Manage and Lead

275 hours in total
10 ECTS points
6 weeks



DMJX

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Category 1

The lecturer has primary responsibility for the study activities, and the students have co-responsibility through their preparation and participation. Participation by students and one or more lecturers.

Scheduled teaching, guidance and Exams

Category 2

The lecturer has primary responsibility for defining the learning activities, and the students have primary responsibility for taking an active part in the planned study activities. Participation by students only.

Projects/assignments, Groupwork.
Might be scheduled
The teachers are not present

Category 3

Students have primary responsibility for the study activities, and the lecturer has co-responsibility for ensuring appropriate settings for the activities. Participation by students only.

Own research/preparation
Study groups
Not scheduled
The teachers are not present

Category 4

Students have primary responsibility for the learning activities, and the lecturer has co-responsibility for ensuring appropriate settings for the activities. Participation by students and one or more lecturers.

Miscellaneous activities
Follow up after feedback session
Might be scheduled
The teachers are not present