

Danish School of Media and Journalism
Media Production and Management
Course description
Spring 2021
Manage and Lead

4th semester
Duration: 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.

Methods:

The course begins with two weeks of joint study, after which the students 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.

Learning outcomes:

In this course you will

- 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*

In addition, you 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

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).

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.

Study Activity Model

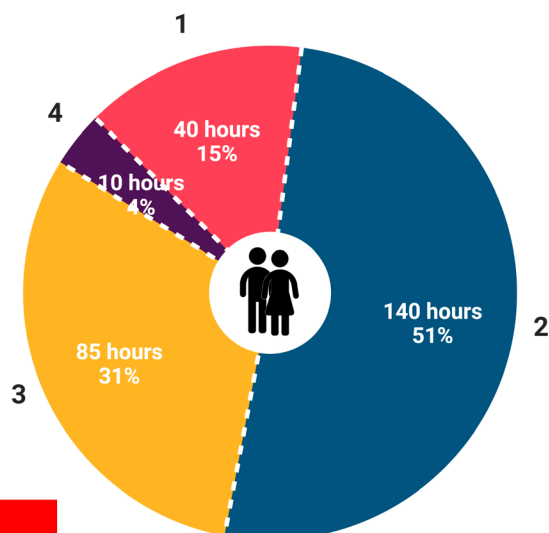
The Study Activity Model

Manage and Lead

275 hours in total

10 ECTS points

6 weeks



DMJX

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

LITERATURE common for all students (week 1 and 2)*Cross-Cultural Business Behavior*by Richard R. Gesteland. 5th edition, CBS Press 2012. ISBN13: 9788763002387

To be purchased.

When Cultures Collide. Leading Across Cultures

by Richard D. Lewis (2013) Nicholas Brealey International. ISBN 978-1-904838-02-9

14 page (p.xv-xix + 33-34 + 41-42 plus another 5 pages, depending on culture)

pdf file

Global Definitions of Leadership and Theories of Leadership Development: Literature Review.

by University of Cambridge Institute for Sustainability Leadership 2017

pdf file

Supplementary literature for international students

pdf file

The Structuring of Organizations (Mintzberg) 18 pages (p.209-226) from *The Strategy Process*Mintzberg, Lampel, Quinn and Ghoshal (2003). 4th edition. Prentice Hall, 2003. ISBN 9780130479136**LITERATURE depending on the track(s) you choose (week 3-6)****TRACK 1 : Sustainability** (free pdf-compendium):**United Nations 17 Sustainable Development Goals**<https://www.un.org/sustainabledevelopment/>

UN 17 SDG: 170 daily actions

<https://drive.google.com/file/d/1iMdE6DLLuCqwq3K9U-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
pagesPage: 1+10–11
(2,5page)

ISO 14004:2016 Environmental management systems – General guidelines on principles, systems and support techniques. For more info: <https://www.iso.org/standard/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)

TRACK 2 : Events Management (to be purchased)

Events Management - An Introduction by af Charles Bladen.
2nd edition 2017, Taylor & Francis Ltd. ISBN13: 9781138907058

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

Chapter 1-5 in ***The Continuous Improvement Primer - an introduction to Basic Lean, Quality Management, Environmental Management and other Management Systems*** By Michael Abildgaard Pedersen. 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

Toyota Production System – Beyond Large-Scale Production

By Taiichi Ohno, Taylor & Francis Inc. 1988 (165 pages)
ISBN-10:0915299143 / ISBN-13:9780915299140

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

LEAN Thinking – Banish Waste and Create Wealth in Your Corporation

By James P. Womack and Daniel T. Jones, (397pages)
Simon & Schuster, 2nd edition, 2003
ISBN-13: 978-0-7432-3164-0

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

The Toyota Way – 14 Management Principles from the world's greatest manufacturer

by Jeffrey K. Liker
McGraw-Hill; 1 edition (December 17, 2003) (352 pages)
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>

 **7 Pages :**
Page : vi+18-23

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>

 **9 pages :**
Page : 6 – 14

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)

Chapter 6 in ***The Continuous Improvement Primer - an introduction to Basic Lean, Quality Management, Environmental Management and other Management Systems*** By Michael Abildgaard Pedersen. 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.lrqa.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 (188 pages). 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)

Ten types of innovation: The discipline of building breakthroughs

by Keeley, L., Pikkell, R., Quinn, B., & Walters, H. (2013). Hoboken, NJ: John Wiley & Sons Inc.

Free pdf-compendium :

Chapter 10 in ***The Continuous Improvement Primer - an introduction to Basic Lean, Quality Management, Environmental Management and other Management Systems*** By Michael Abildgaard Pedersen. 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

In English : ***Leading Change*** by af John P. Kotter (2012) Harvard Business School Press

In Danish : ***I spidsen for forandring*** af John P. Kotter (2004). Kbh.: Peter Asschenfeldts Nye Forlag.

Free pdf-compendium :

Chapter 11, page 203-214 in ***The Continuous Improvement Primer - an introduction to Basic Lean, Quality Management, Environmental Management and other Management Systems*** By Michael Abildgaard Pedersen. 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

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