

The Danish School of Media and Journalism
Bachelor in Media Production and Management
Course description
Spring, 4th semester 2020

Course: Manage and Lead

ECTS: 10 (6 weeks)

Outline

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.

Aims

It is the intention that the students obtain a qualified overview and understanding of the relevant 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.

Learning outcome

In this course you will

- get an introduction to Leadership vs. Management
- perform a self-evaluation 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 those electives that you chose:

- TRACK 1: Sustainability, *Protect people and environment* (UN17SDG, UN Global Compact, EMS)
- TRACK 2: Continuous Improvement, *Make more with less* (Lean Management and Lean Six Sigma)
- TRACK 3: Quality Management, *Consistency* (QMS and Process Standards in Media Production)
- TRACK 4: Events Management, *Gather people and celebrate*
- TRACK 5: Innovation Management, *Think new* (Ten Types of Innovation and Design Thinking)
- TRACK 6: Change Management, *Leading change* (incl. resistance and support in change projects)

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

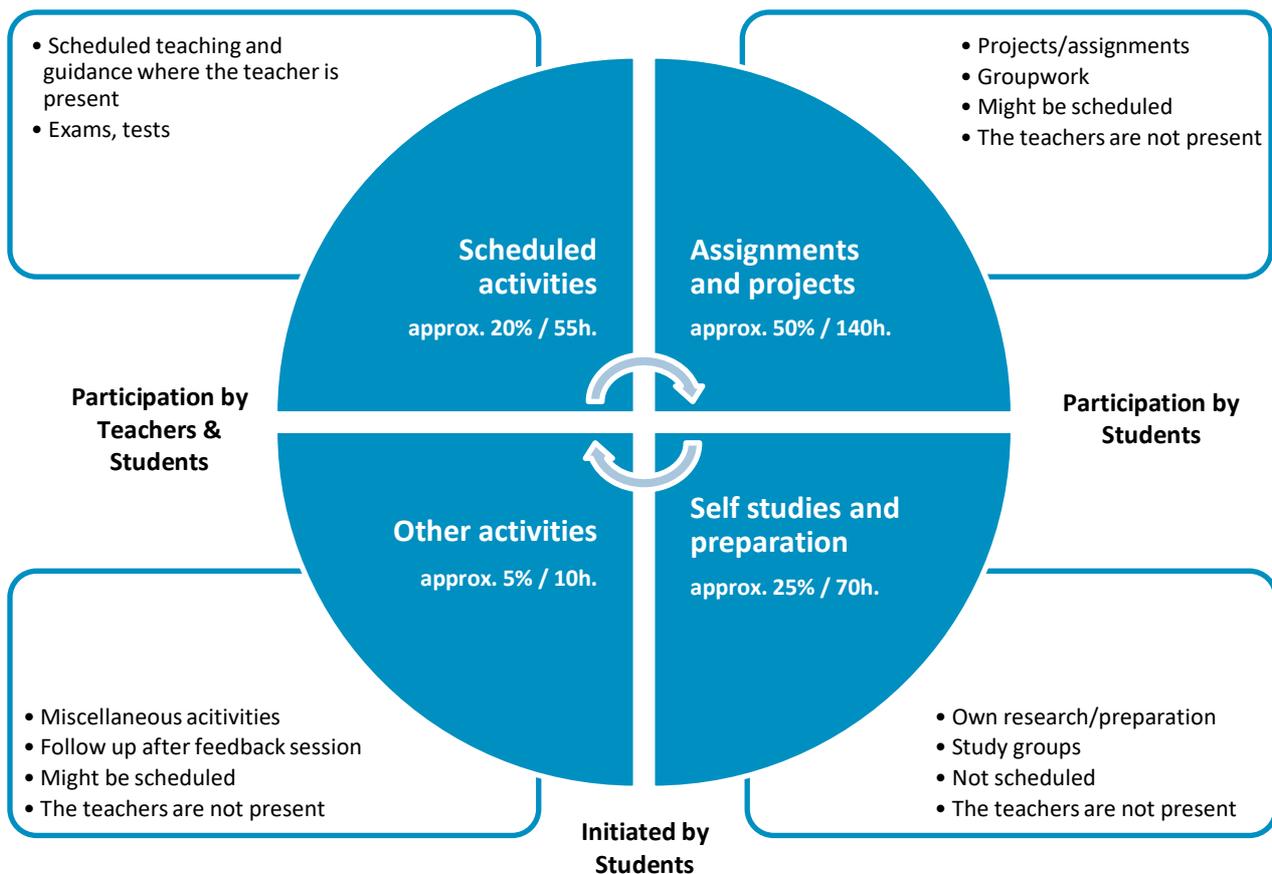
Methods

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 or two topics that will form the basis for the analyzes. After working on a topic for two weeks, you have the option of choosing yet another topic or to continue to the work with the previous topic.

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.

Student Activity Model



Attendance and Participation

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.

ECTS: 10

LITERATURE common for all students; to be purchased (week 1 and 2)

Cross-Cultural Business Behavior by Richard R. Gesteland. 5th edition, CBS Press 2012.
ISBN13: 9788763002387

Supplemented literature offered as free pdf-compendium available on LMS

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

Hayes, J. (2010) *The Theory and Practice of Change Management*. 3rd edition. Palgrave Macmillan New York. ISBN 9780230210691
14 pages (p.159-172) *The Role of leadership in change management*.

Quinn, R. E. (2004). *Building the bridge as you walk on it: A guide for leading change*.
1st edition, San Francisco: Jossey-Bass. ISBN 9780787971120
11 pages (p. 3-13) *Building the bridge as you walk on it*

Harvard Business Review (2011) *HBR's 10 Must Reads on Leadership*.
1st edition. Harvard Business School Publishing Corporation, USA. ISBN 9781422157978
18 pages (p. 37-55) *What Leaders Really Do* (Kotter)

LITERATURE depending on the track(s) you choose (week 3-6)

TRACK 1 : Sustainability (free pdf-compendium):

Chapter 8-9 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

United Nations 17 Sustainable Development Goals

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

UN 17 SDG: 170 daily actions

<https://drive.google.com/file/d/1iMdE6DLLuCqwq3K9U-DaTUWB6KyMa80G/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)

http://www.iso.org/iso/discovering_iso_26000.pdf

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. 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)

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 2: Continuous Improvement (free pdf-compendium)

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

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

TRACK 3: 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>

TRACK 4 : Events Management (to be purchased)

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

TRACK 5 : Innovations 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

TRACK 6 : Change Management (to be purchased)

In English : ***Leading Change*** by af John P. Kotter (2012) Harvard Business School Press
In Danish : ***I spidsen for forandringer*** 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

CHANGES MAY OCCUR