



APPLIES TO ACADEMIC YEAR 2011/2012

## ORG 2800 Change Oriented Management, Team and Coaching

### Programme

Bachelor of Management Program

### Responsible for the course

Geir Lahnstein

### Department

Department of Accounting - Auditing and Law

### Term

According to study plan

### ECTS Credits

30

### Language of instruction

Norwegian

### Introduction

Change Management, Teams and Coaching is approved as a 30 ECTS credits Bachelor course in the Bachelor of Management Programme.

### Learning outcome

The purpose of the course is to develop the participants' knowledge and skills as active leaders and motivators of change processes within their own organization. After having completed the course, the participants shall have gained an understanding of the instruments needed to plan and manage change processes.

Participants shall also have gained an understanding of important concepts to promote independent reflections and opinions on organizations, leadership, teams, coaching and competence management relevant to change processes within an organization.

### Prerequisites

A basic knowledge and understanding of organizations and leadership is expected, as well as some leadership experience.

### Compulsory reading

#### Books:

Bolman, Lee G. og Terrence E. Deal. 2009. Nytt perspektiv på organisasjon og ledelse : strukturer, sosiale relasjoner, politikk og symboler. 4. utg. Gyldendal akademisk  
Brochs-Haukedal, William. 2010. Arbeids- og lederpsykologi. 8. utg. Cappelen akademisk  
Einarsen, Ståle og Harald Pedersen. 2007. Håndtering av konflikter og trakassering i arbeidslivet. Gyldendal akademiske  
Gjerde, Susann. 2010. Coaching : hva - hvorfor - hvordan. 2. utg. Fagbokforlaget  
Jacobsen, Dag Ingvar. 2004. Organisasjonsendringer og endringsledelse. Fagbokforlaget  
Lahnstein, Geir. Råd og tips i prosjektarbeidet.. Siste utgave. BI Nettstudier  
Lai, Linda. 2004. Strategisk kompetansestyring. 2. utg. Fagbokforlaget  
Martinsen, Øyvind L., red.. 2009. Perspektiver på ledelse. 3. utg. Gyldendal akademisk

### Recommended reading

#### Course outline

##### Perspectives on organizations, organizational understanding and leadership

- Definition of important concepts and problem approaches
- Trends in the subject area organizations, leadership and competence management
- Understanding organizations and the interaction within them
- Psychology in the organizational arena
- Values, organizational culture and collaboration in teams
- Organizational culture and opposition to change
- The relationship between organizations and their surroundings (external constraints)
- Some essential leadership theories in a historical perspective
- Various metaphors to understand an organization: machine, family, jungle, theatre

### **Endringsledelse**

- Various ways of thinking on the development of individuals, groups and organizations
- Planning, organizing and management of change processes
- Management of Business Process Reengineering
- Customer-driven change and continuous development through customer orientation
- Involvement and ownership in relation to change processes
- Various phases of work on change processes
- Pitfalls and success factors of change processes
- Strategies to overcome opposition to change
- The leader as a change agent, the co-workers as key personnel
- The co-worker as an important person in the change process
- Coaching as an instrument to achieve successful change
- Use of external consultants

### **Competence-driven change**

- Competence as a competitive factor and resource within the organization
- Use of competence to develop the organization in new directions
- How to develop a 'learning organization'.
- Basic learning theories and the need for competence development
- Mobilizing hidden competence
- Documenting competence and implementing competence measures
- Plan for competence development and the organization's planning, goals and strategies in other areas.
- Evaluating and measuring the effect of competence development measures

### **Computer-based tools**

Computer-based tools are not required. Internet teaching platforms are used in the course.

### **Learning process and workload**

The course is run over two semesters with 108 teaching hours. The teaching hours include guidance in connection with the project paper, which is offered through teaching platforms on the Internet and in individual meetings.

The students are expected to prepare and hand in at least one compulsory assignment.

The students are enrolled each term; the lecture course code is ORG 2801 in the first term and ORG 2802 in the second term.

Your project paper should be based on your own work situation. Students are expected to develop the ability to solve problems independently, applying the various subject areas in the programme. The project paper should produce skills in systematic problem analysis, create the ability to apply theory to concrete problems in a work situation, and practice in presenting results of own work as a report.

The students must find their own literature to supplement the compulsory literature. Information on writing the project paper and formal requirements to the project paper are given in a separate methodology seminar. The paper should be maximum 25 pages, not including appendices.

### **Examination**

A five-hour individual, written exam concludes the course, based on the compulsory literature. The written exam accounts for 40% of the total grade in the course. The project paper is written in groups of 2-3 students, and accounts for 60% of the total grade. Both exams must be completed and passed in order to have completed the course in ORG 2800 Change management, teams and coaching, 30 ECTS credits.

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

ORG 28001 – Five hour written exam, which accounts for 40% of the total grade in ORG 2800, 30 ECTS credits.

ORG 28002 – project paper, which accounts for 60% of the total grade in ORG 2800, 30 ECTS credits.

### **Examination support materials**

All aids + calculator TEXAS INSTRUMENTS BA II Plus™ are allowed at the written exam.

### **Re-sit examination**

A makeup exam is held in connection with the next regular exam in the course.

### **Additional information**

