BLU 2904/2905/2906/2907 Strategies, leadership and organisational structure for the future

Programme
Business Adapted Master of Management Program, Final Master of Management Program

Responsible for the course
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Department
Department of Leadership and Organizational Behaviour

Term
According to study plan

ECTS Credits
30

Language of instruction
Norwegian and english

Introduction
The programme is developed to be delivered in collaboration with individual companies or associations of companies.
The first delivery will be given to Subsea Lifecycle Services.

This programme handles the understanding of business value creation in an SLS context:

  First, it differs from other programmes as it relates directly and indirectly to the need of strategy and leadership in the business context of SLS – the need for knowledge about strategy, leadership, organisational structures, project management, team management, knowledge management and change management. It gives a broad integrated perspective on the different essential issues of being a manager in Aker Solutions SLS and is a unique combination of practical experience and applied action based research knowledge.
        Second, the programme focuses on frameworks and key concepts considered central to the understanding of what strategy, leadership and organisational behaviour in a commercial and project context is and how it is created.
        Third, it represents a unique state-of-the-art combination of theoretical and practical knowledge in the literature for the programme, the background of the tutors and the educational process.

Learning outcome
The objectives of the program:

After the program the students should be better prepared for taking leadership roles in business development projects. The students will be introduced to key theories and concepts within areas such as strategy, leadership, organisation, team management, change management and value creation. I addition they will be introduced to project management and risk, budget and cost management linked directly to company matters.

The participants will be offered analytical and managerial training in developing and implementing projects. By combining the acquired knowledge and the capabilities throughout the program, participants should be able to apply core models and concepts on practical business situations.

Upon completion of the program, the participants are expected to contribute substantially to creative and practical project strategy processes in their organization. This requires, however, engagement and effort from the participants before and during class sessions as well as in their project work.
After finishing the program the participants should have developed the following knowledge, skills and reflections.

Acquired knowledge
Knowledge about what characterizes project development and innovation in different business settings in mature corporations focusing on growth and globalization.
Knowledge about key theories and concepts in strategy, leadership and organizational structures, project management, risk, team management and change management.

Acquired skills
Skills in analyzing business opportunities and projects in a complex business landscape
Skills in applying core models and concepts of strategy and innovation on business development projects
Skills in managing business challenges for the future

Reflections
Ability to reflect upon complex and variable challenges related to growing a leadership climate for enhancing capabilities in collaborative business setting and the consequences of these for management practices
Ability to reflect upon the consequences of leadership challenges, successes and failures to those involved in demanding innovation projects

Prerequisites
Bachelor degree or equivalent, and 4 years work experience.

Compulsory reading
Books:
Bogsnes, Bjarte. 2009. Implementing beyond budgeting : unlocking the performance potential. Wiley
Charan, Ram, Stephen Drotter, James Noel. 2011. The leadership pipeline : how to build the leadership powered company. Jossey-Bass
Collins, Jim and and Morten T. Hansen. 2011. Great by choice : uncertainty, chaos, and luck? : why some thrive despite them all. HarperCollins
Collins, Jim. 2001. Good to great : why some companies make the leap - and others don't. Random House Business Books
Conaty, Bill and Ram Charan. 2011. The talent masters : why smart leaders put people before numbers. Random House Business
Goffee, Rob and Gareth Jones. 2006. Why should anyone be led by you? : what it takes to be an authentic leader. Harvard Business School
Hall, Kevan. 2006. Speed lead : faster, simpler ways to manage people, projects, and teams in complex companies. Nicholas Brealey
Hopkin, Paul. 2012. Fundamentals of risk management. 2nd ed. Kogan Page
Katzenbach, Jon R., Douglas K. Smith. 2005. The wisdom of teams : creating the high-performance organization. McGraw-Hill. Finnes i forskjellige opptrykk
Kim, Chan and Renee Mauborgne. 2005. Blue ocean strategy : how to create uncontested market space and make the competition irrelevant. Harvard Business School Press
Kotter, John P. 1996. Leading change. Harvard Business School Press
Rath, Tom and Barry Conchie. 2008. Strengths based leadership : great leaders, teams, and why people follow. Gallup
Wong, Zachary. 2007. Human factors in project management : concepts, tools, and techniques for inspiring teamwork and motivation. Jossey-Bass

Recommended reading

Course outline
This program combines process learning, management theory and analysis of relevant business cases. The program consists of 6 modules of totally 150 hours, offered over a one- year period.

The first modules contain a thorough introduction to strategy, leadership and organizational structures,and provide analytical tools to identify and implement innovation projects.
Module 3 and 4 contain project management and risk issues linked to crucial procedures and practices.
Module 5 and 6 contain team management, pipeline leadership and leadership navigation as tools for value creation.

The participants will work on selected innovation projects during all modules.

Module 3 in San Francisco introduces participants to the Silicon Valley cluster and provides a Californian benchmark to innovation management.

The last modules focus on the leadership challenges in innovative business settings and summarize the learning, and will also contain the participants' presentations of the results of their project work.

Module 1	*Strategy and strategic thinking/Knowledge Management*
Module 2	*Leadership and organisational structures*
Module 3	*Project Management*
Module 4	*Risk, Budget and Cost Management*

Module 5	*Team management and Pipeline leadership*
Module 6	*Leadership navigation: Change management and value creation*

Computer-based tools
Laptop and standard IT-tools.

Learning process and workload
Module 1 Strategy and strategic thinking /Knowledge management

Introduction
SLS Strategy – vision, values, just commit, just care
Strategic thinking
Strategies for growth and integrated operations
Strategic focus: operations
Strategic focus: business value
Knowledge strategy and Knowledge management
Tacit and explicit knowledge

Module 2 Leadership and organisational structures

The balance between Leadership and Management
Positive Psychology Leadership
Organisational structure
Cross- Cultural awareness and differentiation
Organisational culture
Internationalisation
Inter - organisatory links and partners
Networks
Knowledge sharing in organisations
Knowledge transfer in organisations

Module 3 Project Management

Project Management
Project portfolio strategies
Project portfolio management
Gate reviews, milestones
Contract strategies and the contract process
Contract and subcontract management
How to use contracts as a tool- Variation orders
Partnership contracts versus all inclusive formal contracts

Module 4 Budget, Cost and Risk management

Budget understanding
Cost understanding
Budget decisions
Cost control and follow up
Variation orders
Risk management
Risk management plan
Risk opportunity management
Risk register/ mitigation
Risk sharing

Module 5 Team and Pipeline Management

Pipeline leadership
Corporate communication
Communication and influence
High performance teams
Team alignment – Aker Solutions handbook
Integrated operations and teams
Transfer of experience between teams

Module 6 Leadership Navigation: Change Management and Value Creation

Change management

Internal and external complexity
Reading the surroundings
Communication of change
Leadership and change
Tools for change
Conforming change into routines and procedures
Agile project management

Examination

The students are evaluated through a term paper, counting for 18 credit hours, and an individual home exam, 72 hours, counting for 12 credit hours. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

 For students taking this program as the final Master of Management Program the following applies:
The students are evaluated through an term paper, counting for 24 credits and an individual individual home exam, 72 hours, countingfor 6 credit hours.The term paper may be written individually or in groups of maximum two persons. Both evaluations must be passed to obtain a certificate for the program.

Examination code(s)

BLU 29041 Term paper, 18 credits; counts for 100 % to pass the program BLU 2904
BLU 29051 Individual Home Exam, 72 hours, 12 credits; counts for 100 % to pass the program BLU 2905

Both evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:
BLU 29061 Term paper; 24 credits; counts for 100 % to pass the program BLU 2906
BLU 29071 Individual Home Exam, 72 hours 6 credits; counts for 100 % to pass the progam BLU 2907

Both evaluations must be passed to obtain a certificate for the program.

Examination support materials

Re-sit examination
At the end of the next program.

Additional information