



APPLIES TO ACADEMIC YEAR 2012/2013

BLU 2979 Interface Management

Programme

Final Master of Management Program, Master of Management Program

Responsible for the course

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Department

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Term

According to study plan

ECTS Credits

15

Language of instruction

English

Introduction

This is a module-based customized Master of Management Program designed, produced and delivered to Statoil. Statoil's core business is planning and execution of complex projects. You normally have an appointed experienced project director with a supporting staff. The project in this respect will have a functional engineering part with handover to construction and a further handover to completion. There is a functional line leadership and a functional support leadership.

This program is designed to improve the cross functional leadership role, as this role is considered to become particularly critical for achieving overall project success in Statoil. However, the cross functional mindset and attitude are core topics for any functional managerial position in the Statoil projects. The program will improve the functional and cross functional leadership knowledge, skills and attitudes to give the possibility for a change in mindset according to the goals for the program.

In this context, a tailor made development program for functional managers must cover a wide range of leaderships topics, functionally related as well as cross functional related. This unique programme handles the understanding of functional and cross functional leadership in a complex project context in Statoil.

Firstly, it differs from most courses as it relates directly and indirectly to the need of cross functional leadership in the business context of Statoil – the need for knowledge about strategy, leadership, organisational structures, project management, global leadership, risk management, change management and knowledge management. **It is an interdisciplinary leadership course customized for functional managers.** It gives a broad integrated leadership perspective on the different essential issues of being a functional manager in Statoil and is a unique combination of practical experience and applied practical and action based research knowledge.

Secondly, the course focuses on frameworks and key concepts considered central to the understanding of what strategy, leadership and organisational behaviour in a cross functional project context is and how it is created.

Thirdly, it represents a unique state-of-the-art combination of practical and theoretical knowledge both in the texts for the programme, the background of the tutors and the educational process where Statoil's own leaders contribute with present national (NORSOK) and international leadership (INTSOK) experiences.

Learning outcome

The objectives of the programme are to fill the competence needs of functional managers in Statoil to better qualify them to handle the internal and external complexity connected to crossfunctional dimensions in the projects we see today and tomorrow turning increased competence into further business value opportunities for Statoil. The programme is of particular relevance to Statoil, but will also give a state-of-the-art view of leadership and management issues in the context of Statoil projects.

The course instructors will facilitate a dialogue between Statoil lecturers and participants to elicit a deeper understanding of current leadership and commercial KPI dilemmas/challenges and their imbedded contextual differences. The course is a dialogue and reflection upon practice and theory within leadership and business related Statoil subjects.

The learning goals for the program :

Present the project functional and cross-functional leadership perspective, their experiences, challenges, dilemmas in the perspective of leadership theories. The theoretical and practical platform should give the participants awareness of successfactors for performance, value creation and results.

Create a clear and operational concept of functional and cross functional leadership. Ability to understand the diversity and consequences of leadership ability and roles, responsibility and authority. Awareness of

personal preferences and employment of power and influence to obtain value creation and performance in the different phases of a project.

Extend theoretical and practical insight into functional and cross-functional leadership experiences and through the course literature see new possibilities for solutions.

Maintain a efficient learning process through development of a individual learning tool box. The learning tool box shall be developed from the course literature, the lectures and the group works. The purpose and objective is to develop a personal learning tool box to meet the expectations for individual learning targeting critical knowledge, skills and attitudes as a functional leader.

The students:

Should be able to reflect on possible consequences of forms of functional and cross functional leadership and management.

Should be able to consider alternative proper solutions to the identified challenges and dilemmas in a value enhancing perspective.

Should be able to offer adjacent support leadership within and across functions

Should be able to reflect on and improve cross functional practice at different organizational levels to improve performance (KPIs) and value creation (a more commercial mindset)

Prerequisites

Bachelor degree or equivalent and 4 years work experience.

Compulsory reading

Books:

Charan, Ram, Stephen Drotter, James Noel. 2011. The leadership pipeline : how to build the leadership powered company. 2nd ed. Jossey-Bass

Collins, Jim. 2001. Good to great : why some companies make the leap - and others don't.

Random House Business Books

Drucker, Peter F. 2007. Management challenges for the 21st century. Rev. ed. Butterworth-Heinemann

Kotter, John P. 1996. Leading change. Harvard Business School Press

Schwartz, Peter. The art of the long view. latest edition. John Wiley

Articles:

Senge, Peter. 1990. The Leader`s New Work : Building Learning Organisations. Sloan Management Review. Fall, Number 1. (Summary of The Fifth Discipline).

Recommended reading

Course outline

Program overview :

Kick off :

Presentation of the program with registration, 1 day

Module 1 :

Cross Functional Leadership Challenges in light of the Engineering Functional Mindset, 4 days.

Module 2 :

Cross Functional Leadership Challenges in light of the Construction Functional Mindset, 4 days.

Module 3 :

Cross Functional Leadership Challenges in light of the Completion Functional Mindset, 5 days.

Follow up :

100 days stretch with video conference

Summing up learning, improvements and implementation

Exam

The group works in each module is reported for each group into the toolbox in the Portal. This is the report about the proposed cross functional improvements.

Course topics

The Engineering Value Chain

Functional leadership within engineering , construction and completion

Cross functional leadership

Organisational structure- how to support engineering, construction and completion

Organisational structure –how to improve own function

Internationalisation-the global scene

Best practise within Statoil

Interorganisatory links ,partners and suppliers

Stakeholder analysis

Networks

Change management

Internal and external complexity

Reading the surroundings

Communication of change

Leadership and change

Attitudes and behaviour
Tools for change
Conforming change into improvements in routines and procedures
Teammanagement experience transfer
Strategies
Strategic thinking

Computer-based tools

It's learning

Learning process and workload

The program is conducted through three course modules, a total of 14 days.

Examination

The students are evaluated through a term paper. The term paper may be written individually or in groups of maximum three persons.

Examination code(s)

BLU 29791 -term paper accounts for 100 % to pass the programme BLU 2979 15 credits

Examination support materials

Re-sit examination

At the next ordinary exam.

Additional information