BLU 3068/3069/3070/3071 Leadership in Public Organisations

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

Responsible for the course
Egil Marstein

Department
Department of Innovation and Economic Organisation

Term
According to study plan

ECTS Credits
30

Language of instruction
Norwegian

Introduction
The Bergen council department of health and integration have chosen to give priority to management
development as one measure to help secure an optimal transition to improved interaction between the
municipal and the specialist health service. The BI management development programme for the city of
Bergen is a Master of Management Programme arrangement.

Learning outcome
Acquired knowledge:
The programme shall give participants broad and general knowledge of the disciplines that are important in
management science. The programme shall teach scientific method and understanding enabling the
participants to assess the knowledge produced both within the disciplines that are important for
organizational development, with the aim of acquiring knowledge better and to assess it in terms of quality
and relevance.

The programme shall not primarily give participants new knowledge and understanding *of* governance, the
organization and management, but shall *enable them to* better govern, develop the organization, stimulate
and develop employees, and exercise leadership. The conveyance of knowledge will therefore be problem-
oriented, practically oriented and benefit-oriented in terms of organizational development and in particular
as regards improving the management processes within the organization.

Acquired skills:
The teaching in BI's programmes is characterized as "bilingual", i.e. research-based knowledge conveyed
to practitioners to enable practical application of this knowledge.
Participants in this programme will develop their ability to interpret and understand the demands on the
organization from the outside world and the confidence and courage to lead the organization towards
becoming an increasingly advanced, competent knowledge-based organization in continual development.
Participants will develop their skills in organizational and inter-personal relationships for a continual
improvement of their organization. These skills will largely be new compared to the competence,
knowledge and skills that leaders normally have acquired through former studies and experience.
Participants will be better prepared for handling debates and processes related to changes, development
and renewal of the organization.
Participants shall be able to critically examine and assess the validity of existing theories, methods and
understanding by acquiring methodological knowledge and insight. They shall learn to present and
formulate complex professional arguments, be part of a debate on what are correct and appropriate
development and work methods in the sector.
The new skills that we refer to in this programme are primarily relationship skills: how to handle
professionally competent knowledge, how to handle leadership in complex contexts and in particular
conflict situations. In addition there is of course the understanding and new skills as regards making good
financial decisions and handling problems requiring legal expertise.

Reflection
Participants shall become confident in their managerial roles and their personal fundament on which the
managerial role is based. This confidence will be rooted in both professional confidence and in attitudes
and values that are essential to the sector.
Participants shall develop the courage to handle a complex management role in which they must argue

professionally for implementing changes and restructuring, where power is executed and influence, cultures and attitudes are challenged.
Participants shall be able to handle discussions on development of their organization and sector both internally and externally and to choose strategies for developing own organization, employees and the interests of users/patients.

Prerequisites
 General admission requirements: 180 ECTS and 4 years of work experience. Se other admission requirements.

Compulsory reading
Books:
Busch, Tor ... [et al.] , red. 2011. Modernisering av offentlig sektor : trender, ideer og praksiser. 3. utg. Universitetsforlaget. (403 s)
Christensen, Tom ... [et al.]. 2009. Organisasjonsteori for offentlig sektor : instrument, kultur, myte. 2. utg. Universitetsforlaget. (223 s)
Høst, Tor. 2005. Ledelse i helse- og sosialsektoren. Universitetsforlaget. (251 s)
Martinsen, Øyvind L., red. 2009. Perspektiver på ledelse. 3. utg. Gyldendal akademisk. (339 s)
Roos, Gøran, Georg von Krogh og Johan Roos. 2010. Strategi : en innføring. Fagbokforlaget
Skogstad, Anders og Ståle Einarsen, red. 2002. Ledelse på godt og vondt : effektivitet og trivsel. Fagbokforlaget. (423 s)
Stamsø, Mary Ann, red. 2009. Velferdsstaten i endring : norsk sosialpolitikk ved starten av et nytt århundre. 2. utg. Gyldendal akademisk. (303 s)
Stoknes, Per Espen og Fred Hermansen, red. 2004. Lær av fremtiden. Gyldendal akademisk. (221 s)
Øgar, Petter og Tove Hovland. 2004. Mellom kaos og kontroll : ledelse og kvalitetsutvikling i kommunehelsetjenesten. Gyldendal akademisk. (257 s)

Recommended reading
Books:
Daatland, Svein Olav. 2008. Aldring som provokasjon : tekster om aldring og samfunn. Fagbokforlaget. (Utdrag)

Other:
Helse og Omsorgsdepartementet. 2010. "Forslag til ny lov om kommunale helse- og omsorgstjenester". Høringsnotat
Helse og Omsorgsdepartementet:. 2010. "Forslag til ny folkehelselov" - Høringsnotat

Course outline
The programme consists of five modules (study sessions)

Module 1 The social mission
Module 2 Structures
Module 3 Control and management
Module 4 Interaction
Module 5 Strategies

Computer-based tools
None

Learning process and workload
The programme is given over 5 modules totalling around 150 hours. The tutoring will vary somewhat between the various Master Programmes and will be given individually and in class. Students can expect consultative tutoring but not evaluative tutoring. The tutoring (mainly in connection with the term paper) is estimated at about 1 hour per student for those taking a regular Master of Management Programme. Students taking a final programme are given three hours of tutoring

Examination
The students are evaluated through a term paper, 18 ECTS and an individual 72-hour home exam, 12 ECTS. Both exams must be passed in order to be awarded a certificate in the programme. The term paper can be written individually or in groups of up to three students.

For students taking the program as their final Master of Management Programme the following applies:
The students are evaluated through a term paper and an individual 72-hour home exam, 6

ECTS. The term paper can be written individually or in groups of up to two students. Both evaluation must be passed in order to be awarded a certificate in the programme.

Examination code(s)
BLU 30681 Term paper, 18 ECTS: accounts for 100% of the grade in BLU 3068.
BLU 30691 Home exam, 12 ECTs, accounts for 100% of the grade in BLU 3069.
Both courses/exams must be passed in order to be awarded a certificate in the programme..

For students taking the programme as their final Master of Management Programme the following applies:
BLU 30701 – Term paper, 24 ECTS which accounts for 100% of the grade in the course BLU 3070.
BLU 30711 – home exam, 6 ECTS which accounts for 100% of the grade in the course BLU 3071.
Both courses/exams must be passed in order to be awarded a certificate in the programme.

Examination support materials

Re-sit examination
At the next scheduled examination.

Additional information