



APPLIES TO ACADEMIC YEAR 2012/2013

BMP 2706 Management in Local Government

Programme

Bachelor of Management

Responsible for the course

Geir Lahnstein, Terje Røsjorde

Department

Department of Accounting - Auditing and Law

Term

According to study plan

ECTS Credits

30

Language of instruction

Norwegian

Introduction

This programme is intended for individuals with executive responsibilities in municipalities and/or other employees with a future executive position in mind. For the purpose of this course, the term municipality refers to both municipalities and county municipalities. There are different types of municipalities –big, small rural municipalities and urban municipalities. What they all have in common is the fact that they constitute the end suppliers of a number of vital services (such as school services, nursing and care services) and they represent a corner stone of the so-called welfare state. It is vital that the services offered both with regard to quantity, quality and from a service-related perspective are accessible and that they are distributed fairly in accordance with overriding political objectives.

Learning outcome

Students shall acquire basic knowledge in management skills communication and interpersonal relations. They shall be familiar with important concepts such as leadership role and leadership style, dilemmas, theories and tools that are relevant in a leadership situation. The programme has a particular focus on middle managers in order to give them a knowledge update to enable them to create a more conscious and more secure leadership role for themselves in an actual job situation. Students are also required to become familiar with the most important management systems used by municipalities.

Skills Outcomes

Upon completion of the course students shall have acquired the competence required to be able to take on a goal-oriented and systematic approach to their leadership role when it comes to the further developing their employees and themselves, and be able to handle relevant changes in a professional manner. The programme has a special focus on the executive's ability to create a good working environment and his/her ability to tackle relevant tension and conflict within his/her organizational unit in a good manner. Upon completing the programme, students are expected to effectively plan, execute and follow-up relevant improvement measures in relation to their own workplace. The programme focuses in particular on the developing the students' ability to relate appropriately to such phenomena as workplace negativity and resistance towards change. The programme concretely requires that the students are able to master relevant leadership tools (for instance feedback to employees, delegation and the performance interview.)

Attitudinal Outcomes

The programme is founded on a perspective on humanity based on ethical values whose central focus is the citizens' need for services. Students shall be trained in exhibiting a critical and reflective approach in relation to established systems and routines and awareness-raising with regard to continuous improvement and so-called best practice. The fact that the employees are the most important resource makes the students committed to always develop attitudes focusing on opportunities and possibilities and solutions linked to what can be done concretely to ensure that the employee succeed in their job.

Prerequisites

No special prior knowledge is required in order to participate in the bachelor programme, but participants should have a basic understanding of organization and management.

Compulsory reading

Books:

2006. Rikdommens dilemma. ECON. ECON-rapport ; 2006: 084
Andreassen, Tor Wallin og Fred Selnes. 2001. Serviceheltene. Stølen media
Berg, Morten Emil. 2008. Ledelse : verktøy og virkemidler. 3. utg. Universitetsforlaget
Bolman, Lee G. og Terrence E. Deal. 2009. Nytt perspektiv på organisasjon og ledelse : strukturer, sosiale relasjoner, politikk og symboler. 4. utg. Gyldendal akademisk
Briner, Wendy, Colin Hastings og Michael Geddes. 2000. Prosjektledelse. Gyldendal akademisk
Busch, Tor, Erik Johnsen og Jan Ole Vanebo. 2003. Endringsledelse i det offentlige. 3. utg. Universitetsforlaget
Busch, Tor, Erik Johnsen og Jan Ole Vanebo. 2009. Økonomistyring i det offentlige. 4. utg. Universitetsforlaget
Hagen, Terje P. og Rune J. Sørensen. 2006. Kommunal organisering : effektivitet, styring og demokrati. 6. utg. Universitetsforlaget
Krogh, Georg von, Kazuo Ichijo, Ikujiro Nonaka. 2001. Slik skapes kunnskap : hvordan frigjøre taus kunnskap og inspirere til nytenking i organisasjoner. NKS Forlaget
Larsen, Rolf-Petter. 1998. Teamutvikling : teambygging og samarbeid. Cappelen akademisk forlag
Nesheim, Torstein. 2006. Framtidens ledelse i kommunene. Samfunns- og næringslivsforskning. SNF-rapport ; nr 26/06
Os, Audvar, Oddvar Overå, Odd Jarl Pedersen. 2001. Forvaltningsloven og kommunene. 4. utg. Kommuneforlaget
Røkenes, Odd Harald og Per-Halvard Hanssen. 2012. Bære eller bryte : kommunikasjon og relasjon i arbeid med mennesker. 3. utg. Fagbokforlaget
Skattum, Christian ... [et al.]. 2006. Stab/Støtte i tonivåkommuner : organisering, erfaringer og utfordringer. Asplan/IRIS. Kan laste ned PDF her:
<http://www.iris.no/internet/student.nsf/wvPublNr/2006-233>
Wennberg, Bodil. 2001. EQ : Emosjonell intelligens i livet og på jobben. NKS-Forlaget
Whittington, Richard. 2002. Hva er strategi? : og spiller den noen rolle?. Abstrakt forlag

Recommended reading**Books:**

Dalland, Olav. 2012. Metode og oppgaveskriving for studenter. 5. utg. Gyldendal akademisk
Holm, Espen. 2006. Stifinneren : fortellingen om et omstillingsprosjekt. Elixir forl
Monsen, Nina Karin. 2000. Velferd uten ansikt : en filosofisk analyse av velferdsstaten. 2. utg. Fagbokforlaget

Articles:

Jacobsen, Dag Ingvar (motstand mot endring), Heidi Høvik (etikk), m.fl. 2004. Magma. nr. 4
Tronsmo, Per. 1998. Myten om menneskers og organisasjoners iboende motstand mot forandring. Magma. www.fagbokforlaget.no/Magma/1998/smakeb9801.html

Course outline**Municipal Framework Conditions**

Management and development in a macro-perspective -a new management logics – New Public Management (NPM)
Different set of logics used for the management of market-oriented enterprises as opposed to municipalities run by politicians

Practical Leadership Challenges

Experiences from the participants' own job situation. Focus on actual practical examples
Workshop: Which challenges do municipal executives face?

An Ethical Management Framework

Perspectives on humanity, a normative basis for management - What ethical standard shall management be founded on? Focus on the good organizational culture.

Organizational Theories with Relevance to Different Areas within a Municipality

From Taylor to multi-dimensional management For instance: situation-based management, self-management, transaction management and transformation management.

Organizational Theories with Relevance to the Modern Municipal Organization

Type of organization: Line or staff organization, matrix organization, project team and network organization. Focus on the formal and informal organization

Introduction to Research Methods

From weakly founded opinions to actual knowledge – Researching your own organization, selecting topics for the project dissertation Organization of project groups

Team Organization and Team Management

Establishment, development and management of teams - in what circumstances do the organization of teams constitute a good form of organization?

Project Organization and Project Management

The use of projects as a useful tool in relation to change, development and research

Management of Change and Development within a Municipality

How to plan and execute successful change projects? How to tackle resistance towards change?

Competence Development

Goal-oriented and systematic competence development for both executives and employees – development of the learning organization – the co-worker as a holder of competence

Comprehensive Management of Municipalities

Development and use of information relating to management, KOSTRA, user surveys efficiency and productivity management, Strategic planning, budget work and planning structure, annual reports

Practical Personnel Management

Employer policy and the executive's management prerogative and duty to care for his/her employees, motivation, job satisfaction and communication – how to relate to difficult situations and difficult individuals, practical conflict resolution

Coaching

Critical reflection with regard to the concept of coaching, a theoretical and practical introduction to the so-called coaching leadership style, practical examples and exercises

Municipal Law

The executive's role as employer and his/her legal obligation pertaining thereto

The Public Administration Act and the Freedom of Information Act, labour law as well as the agreement framework will be dealt with.

The Executive's Tool Box

Presentation and training with regard to important management tools, such as delegation, praise and criticism, performance interviews etc

Service and Quality in Municipal Service Production

The municipality and its role as a supplier of quality and services – how to take a goal oriented and systematic approach to quality and service? ISO 9001 and other quality standards, service guarantees etc

Looking into the future

What challenges will municipalities be facing over the next 10 years, including leadership challenges? New public structures and development areas- requirements in relation to competence and practical coping skills over the next decade

Sharing experiences and gaining a common learning platform

Presentation of project dissertations, summing up, revision and practical tips and advice before exams

Computer-based tools

The use of computers is not required for this programme.

Learning process and workload

The programme is normally completed over the course of 2 semesters. The programme involves an interaction between theory and practice. In addition to lectures, plenary discussions and group work will be used to create the desired reflection and in-depth thinking in relation to the various topics. Practical examples will be used in the course. Relevant dilemmas dealt with by the media will also be used with a focus on reflection and a practical focus on possible improvements of the municipal organization.

The programme is completed over 2 semesters. The students will be signed up for tuition in each semester. The course consisting of lectures is entitled BMP 2707 for the first semester and BMP 2708 for the second semester,

Project Work

A project dissertation constitutes a part of the programme. The project dissertation shall be focussed on the topic of management and be based on practical job situations faced by the course participants. The group-based project assignment shall strengthen the learning outcome of the course and contribute to the application of relevant theories in relation to concrete challenges present in municipal management tasks. The project dissertation shall provide concrete suggestions for a methodical solution to practical problem from the student's own organization within the municipality. The project dissertation shall emphasize a discussion of different perspectives with a special focus on the roles of executive and employee and the provision of services to end users. The project dissertation shall demonstrate the application of methodical

knowledge through among other things a discussion of empirical knowledge versus relevant theories. Guidance and advice in relation to the project dissertation will be provided.

Examination

The course ends with the submission of the project dissertation which accounts for 60% of the total grade as well as a individual written take-home exam to be completed over the course of 48 hours which accounts for 40 % percent of the total grade. The project dissertation may be written in groups of up to three participants.

Examination code(s)

BMP 27063 – take-home exam to be completed over the course of 48 hours which accounts for 40% of the total grade in order to achieve 30 ECTS credits in BMP 2706

BMP 27064 – project dissertation which accounts for 50% of the total grade in order to achieve 30 ECTS credits in BMP 2706

Both exams must be completed and passed in order for the course to be approved.

Examination support materials**Re-sit examination****Additional information**