



APPLIES TO ACADEMIC YEAR 2013/2014

BIK 2014 Management in small and medium-sized organizations

Programme

Single courses

Responsible for the course

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Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

7,5

Language of instruction

Norwegian

Introduction

Management has many diverse, composite and demanding challenges in small and medium-sized companies, in smaller business units in larger chains and in self-managed units of larger organizations. This course is designed to give managers from these kinds of organizations a wide and result-oriented base of skills and competence in the area of management and HR. Participants will be brought up to date with regard to modern management, the hiring of new employees, motivation, creative thinking and conflict resolution. As a part of the course, manager assessments developed by the course responsible are carried out. The purpose of the course is to enhance managers' understanding of the demands of management, to improve their leadership skills on the basis theories on modern management and to increase competencies within relevant thematic structures.

Learning outcome

Acquired knowledge:

At the conclusion of the course, participants will be able to account for concepts central to modern management research. Participants will also adopt competencies with regard to their own management styles and how they can improve these on the basis of modern management research. Examples of concepts that will be in focus are leadership style, transformation management, self-management, management and administration, job interviewing, teaching and training and motivation.

Acquired skills:

At the conclusion of the course, participants will be able to incorporate their knowledge of modern management into their own management styles. This includes the application of competencies that impact change-oriented management, result-oriented management and relation-oriented management. Participants will be able to carry out productive job interviews and contribute to constructive conflict resolution. Moreover, they will be able to give their own colleagues insight into self-management.

Reflection:

At the conclusion of the course, participants will be able to pose critical questions to, and reflect over, their own work and (b) central presuppositions and assumptions in the area of management theory.

Prerequisites

No specific previous knowledge of management theory is required, although interest in the subject is a must.

Compulsory reading

Books:

Martinsen, Øyvind L., red. 2009. Perspektiver på ledelse. 3. utg. Gyldendal akademisk. 370

Collection of articles:

Nyest mulig artikler og bokkapitler (primært på norsk).

Conflict and conflict resolution :

Hjertø i Kuvås sin bok

Løft : Løsningsfokusert tilnærming til organisasjonsutvikling, ledelsesutvikling og konfliktløsning (

Langslet/Johnsrud)

Stress and mastering stress :

Stresshåndboken; hvordan forstå og håndtere stress (Assadi/Skansen)

Den lille boken om stressmestring (Vaswani/Sampath/Kumari/Haugen)

Mange prosjekter-full kontroll; prosjektstyring, tidsstyring, stressmestring (Tobis/Carlsen)
Creativity and problem-solving :
Mathiesen
Praktisk nytenking ; systematisk og kreativ problemløsning (Forsth)
Sale Management :
Nå dine salgsmål (Petersen)
Personality (Haukedal)
Motivation (Kaufmann)
24 pages of individually-chosen syllabus

Other:

360 degree manager report (10 pages)
Cases handed out during and between the moduls (approximately 10 pages)
Hand-outs (approximately 60 pages)

Recommended reading

Course outline

Part 1: Introduction

Reading:
Perspectives, Chpts. 1-7
Chapter on personality from the compendium

Day 1

Get to know the other participants
Knowledge of effective management – what do we know about this after 100 years of research?
Analysis of the demands put on the management of participants' own activities.

Day 2

Knowledge of your own assumptions for effective management (personal preferences and attitudes) and analysis of them
Knowledge of your own management style (360 degree assessment) and analysis of it.
Development of your own action plan for further work on your knowledge and competence.

Part 2: Training in development-oriented management

Reading:
Perspectives, Chpts. 8-15
Chapter on motivation from the compendium

Day 1

Self-management as a method for goal-oriented change.
Training in change, inspiration and vision.
Training in goal and result orientation.
Work with cases.

Day 2

Training in relations skills: Development by teaching others self-management.
Knowledge of motivation: What motivates you and your colleagues?
Work with cases.
The importance of carrying out the right hiring procedures.
The job interview.

Part 3: The job of the manager

Reading:
The rest of the compendium (Conflict, Stress, Creativity), as well as review of the syllabus with the exam in mind.

Day 1

Conflict resolution. Mastering stress

Day 2

Creative problem-solving in daily life.
Conclusion and summing up.
Exam preparation.

Computer-based tools

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Learning process and workload

The course consists of 42 hours (6 seven-hour course days), comprised of lectures, discussion, exercises and reflection. It is expected that the student will come prepared to each lecture on the basis of the information provided by the lecturer. Participant activities (work on cases between the modules), work on the syllabus, teaching and the written exam represent a total time allocation of 200 hours

Coursework requirements

None

Examination

The course is concluded with a 48 hour individual take-home exam based on the syllabus and individual developmental work. The course evaluation is based solely on the written exam.

Examination code(s)

BIK 20141 48 hours individual take-home exam counts 100% for a passing grade in BIK 2014, 7,5 credits.

Examination support materials**Re-sit examination**

Re-sit at the next ordinary exam.

Additional information