



APPLIES TO ACADEMIC YEAR 2013/2014

BIN 2912 Operational Performance Management

Programme

Bachelor of Management

Responsible for the course

Svein S Andersen

Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

15

Language of instruction

English

Introduction

The program will be a training arena for every day management - based on dialogue, reflection and action. Participant are encouraged to "bring the job into the programme", so that personal development, tools and techniques of management, relational skills and organizational understanding can be linked to practical relevance.

The programme is based on a learning model of involvement. It has three main components:

- A process component - stimulating participants' view of their own management style and to further develop their capacity for effective management.
- A knowledge component - to increase participants' understanding of management challenges in various settings related to team, organizations, culture and change management.

Learning outcome

Learning objective

To develop participants' capacities as an operative manager; to organize and mobilize themselves and the employees in focused interaction to create value, a good working environment and to develop the company further.

Knowledge - to increase insights about:

- management models and practical tools.
- oneself and relational skills.
- teams and team work.
- strong and weak aspects of different organizational arrangements.
- how to create and manage a performance culture.
- change management

Skills

Further develop participants' ability to function as an effective operative manager, develop personal management style and manage every day challenges in the context of the wider organization.

Attitudes

Strengthen positive and dynamic attitude to themselves and their employees, and the ability to reflect upon values and knowledge in ways that increase their capacity as managers.

Prerequisites

No special pre knowledge required, but participants should have basic insights in organizational and management issues

Compulsory reading

Books:

Andersen, Svein S. og Øyvind Sæther. 2002. Prestasjonskultur i kunnskapsadskotratier : motivasjon, koordinering og effektivitet i moderne kunnskapsvirksomheter. Handelshøyskolen BI, Institutt for ledelse og organisasjon.

Forskningsrapport / Handelshøyskolen BI 15/2002

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
Collins, Jim. 2002. Good to great : hvorfor noen virksomheter blir fremragende- og andre ikke. Universitetsforlaget
Katzenbach, Jon R., Douglas K. Smith. 1993. The wisdom of teams : creating the high-performance organization. Harvard Business School Press. Kap. 3, 5 og 6
Kaas, Dag ... [et al.]. 2007. Fra ord til handling : om prestasjonsutvikling i praksis. Cappelen akademisk

Articles:

Andersen, Svein S. 2009. Stor suksess gjennom små intelligente feil : erfaringsbasert kunnskapsutvikling i toppidretten. Tidsskrift for samfunnsforskning. nr. 4
Andersen, Svein S. og Øyvind Sæther. 2008. Kompetansemobilisering for prestasjonsutvikling : hvordan oppnå fremragende resultater med "alminnelige" medarbeidere. Magma. nr. 1
Brochs- Haukedal, W. 2011. Ledelse og kunnskapsarbeid : motivering av autonome medarbeidere. I: Skogstad, Anders og Ståle Einarsen, red : Det gode arbeidsmiljø : krav og utfordringer. 2. utg. Fagbokforlaget. s. 65-87
Einarsen, Skogstad, Aasland og Løseth. 2002. Destruktivt lederskap : årsaker og konsekvenser. I: Skogstad, Anders og Ståle Einarsen, red: Ledelse på godt og vondt : effektivitet og trivsel. Fagbokforlaget

Recommended reading

Books:

Hustad, Wiggo. 1998. Lærende organisasjonar : organisering for kunnskapsutvikling. Samlaget
Kaufmann, Geir og Astrid Kaufmann. 2009. Psykologi i organisasjon og ledelse. 4. utg. Fagbokforlaget. kap. 8, 11, 12
O'Reilly, Charles A. and Jeffrey Pfeffer. 2000. Hidden value : how great companies achieve extraordinary results with ordinary people. Harvard Business School Press
Wennes, Grete. 2002. Skjønnheten og udyret : kunsten å lede kunstorganisasjonen. Norges handelshøyskole
Yukl, Gary A. 2013. Leadership in organizations. 8th ed. Pearson Education. kap.1, 2, 4, 9, 10, 13

Articles:

Berglas, S. 2002. The very real dangers of executive coaching. I: Harvard business review on becoming a high performance manager. Harvard Business School Publishing Corporation
Byrkjeflot, Haldor. 2002. Ledelse på norsk : motstridende tradisjoner og idealer?. I: Skogstad, Anders og Ståle Einarsen, red: Ledelse på godt og vondt : effektivitet og trivsel. Fagbokforlaget
Cohen, S. and D.E. Bailey. 1997. What makes teams work : group effectiveness research from the shop floor to the executive suite. Journal of Management. 23 (3)
Haukedal, W. 2002. Norske ledere i det nye årtusen : hvordan oppfatter de sin lederrolle?. I: Skogstad, Anders og Ståle Einarsen, red: Ledelse på godt og vondt : effektivitet og trivsel. Fagbokforlaget

Course outline

Modules

1. Operative and result oriented management
2. "Me - as a leader"
3. team, team management, team development
4. The manager as organizational architect, building culture
5. Change management

Computer-based tools

It's learning

Learning process and workload

The programme has 75 teaching hours over two semesters. Participant are registered each semester. Semester 1: BIN 2913, semester 2: BIN 2914

Examination

The evaluation has two parts: A project paper that counts for 60 % of the total, and an individual 5 hours written exam that counts as 40 % of the total.

The project paper may be done individually or in a group with a total up to three. The paper should be no more than 20 pages, and be directed towards important issues within participants' own organization. Topics to be accepted by responsible lecturer.

Examination code(s)

BIN 29121 - the written exam counts 40% for accepted grade in BIN 2912, 15 study points.

BIN29122 - the projekt paper counts 60% for accepted grad in BIN 2912, 15 study points.

Both exams must be completed.

Examination support materials

Re-sit examination

Additional information

MODULES

Module 1

How to achieve extraordinary results with "normal" employees

Objectives

- provide overview of the programme
- a first introduction to perspectives on organization and management
- reflection over participants' own management style

Topics

- perspectives on management
- operative management - key characteristics
- learning - experience based learning
- performance and improvement
- relationships - interaction and synergies
- management on different levels, various roles and culture
- tools and techniques
- "me as a manager" - training, personal development
- introduction to the project paper
- introduction - training task in between the modules

Module 2

Personal development, interaction and relationships

Objectives

- personal development and coaching
- coordinated interaction - relationships
- what is a good project paper - choosing partners

Topics

- tools and techniques
- what is coaching
- emotional intelligence
- situational management - the many roles of a manager
- empowerment
- enrichment
- techniques for performance development from sport
- project paper - submitting synopsis before module 3
- new personal training task for the intermediate period before next module

Module 3

The high performance team

Objectives

- continue personal development - me as a manager
- increased insight into characteristics of high performance groups and teams
- status for project paper

Topics

- teams versus working groups
- team performance - synergies
- different roles in a team
- developing teams
- to master and enrich
- what is team management
- the individual and the collective
- managing experts - "primadonnas"
- the project paper - expectations - how to do it

Module 4

Objectives

- continue personal development - me as a manager

- organization theory and practice
- ensure that the project paper is on track

Topics

- the importance of good organization
- key processes - decisions, goal setting, communication
- division of labour, specialization and coordination
- organization structure and mechanism of co-ordination
- strength and weaknesses of organizational solutions
- organization culture - performance culture
- different images of organizations
- keeping project paper on track
- new personal training task for the intermediate period before next module

Module 5

Objectives

- overall understanding of what it means to be an inspirator, team builder, role model and change agent supporting learning, development to realize goals
- overview over what kind of active management that is required for today's as well as tomorrow's organizations
- have a written outline of the project paper

Topics

- change management
- learning organizations
- the manager as inspirator, team builder, role model and change agent
- criteria for success and failure in change processes
- paradoxes and dilemmas in management
- overview central parts of required reading, format of exam - last presentation and feed back on project paper.