



APPLIES TO ACADEMIC YEAR 2013/2014

BLU 2980/2981/2982/2983 Team Leadership in the Public Sector

Programme

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

Responsible for the course

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Department

Department of Innovation and Economic Organisation

Term

According to study plan

ECTS Credits

30

Language of instruction

Norwegian

Introduction

BI Norwegian Business School continues its in-house teaching assignment for Asker Municipality and *the focus in the next phase is on teams and team management*. The aim is to contribute to developing a common understanding and culture for the leadership role in the municipality where teams and team management are central.

Asker Municipality wishes to clarify the middle manager's role. Managers with team development competence shall secure an optimal inclusion of the municipality's high-priority goals. Positive team work shall also improve the potential for living up to the municipality's vision through value-based leadership. The main challenges in Asker Municipality involve innovation and management of own manpower.

The learning outcome of the team- and team management programme emphasizes strengthening a goal-oriented involvement in change- and improvement work based on an overall understanding and personal responsibility.

Learning outcome

Overall learning outcome

Among the main characteristics of change processes in the public sector are the new work forms involving team management and working in teams. Theoretical knowledge of the possibilities and limitations of these work methods is essential for achieving real changes. We will therefore focus on team work and team management and also study team processes. Furthermore we will cover delegation and control in a dynamic organisation. Research and good documentation exists concerning the characteristics of effective and ineffective teams and will be covered in the first part of the programme. We will also concentrate on various team roles and see how they affect the efficiency or lacking efficiency of teams. It will also be essential to study oneself in interaction with others and to clarify and work on awareness of one's own role as a team member. Theory and work on group processes in various phases will be emphasized.

Acquired knowledge

The programme will give participants broad and general knowledge within the fields of knowledge that are important for management in Asker Municipality.

This programme on a Master of Management level shall give participants knowledge of scientific methods and an understanding that will enable them to assess the knowledge produced in the disciplines that are important for management and organisation of the public sector. The aim is that participants will acquire such knowledge in an improved manner and to evaluate it in terms of quality and relevance.

Participants will acquire new knowledge to enable them to develop the organisation and working environment, stimulate and develop co-workers and also become better managers. The programme is therefore problem-oriented, practically oriented and benefit-oriented.

Acquired skills

The teaching in BI's programmes is characterized as "bilingual", i.e. research-based knowledge conveyed to practitioners in such a way that this knowledge is applicable in practice.

Throughout the programme participants will develop their ability to interpret and understand the requirements of the organisation's surroundings and to gain the necessary confidence and courage to lead the organisation to become an increasingly advanced and competent knowledge-based organisation in continual development.

Participants will develop their skills in utilising organisational and interpersonal relationships for a continual development of their organisations. These skills are largely new compared to the competence, knowledge and skills that managers usually have acquired through previous education and experience. The participants will be better prepared for handling the discussions and

processes related to change, organisational development and restructuring of the organisation.

The participants shall be able to critically study and assess the validity of existing theories, methods and knowledge by acquiring systematic knowledge and insight. The participants shall hence be enabled to put forward and formulate complex professional arguments, take part in a debate on correct and appropriate development and working methods in the public sector.

In summary, this programme will primarily develop relationship skills, i.e. how to handle professionally competent workers, how to deal with leadership in complex contexts and in particular how to handle conflicts. With a new understanding and new skills it is expected that participants will be better prepared to handle issues related to the municipality's social mission.

Reflection

The participants shall become secure in their leadership role and relating to the foundations on which he/she wishes to rely as a leader. This security will be based on professional insights and attitudes and values that are essential for the municipality.

The participants shall develop confidence to be able to face a complex leadership situation featuring professional arguments in favour of implementing changes and transformations, where power and influence as well as cultures and attitudes are challenged.

The programme shall help participants develop personal confidence and enable them to take part in discussions on developing their organisation and the sector as well as choose strategies for developing own organisation, co-workers and to fulfil expectations from users/patients.

Prerequisites

Participants who wish to take part in the professional programme as a Master of Management student (MoM) must fulfil all the relevant prerequisites. The target group that includes participants who don't wish to/cannot fulfil the application requirements of the MoM programme will be selected by Asker Municipality in agreement with BI Norwegian Business School.

Compulsory reading

Books:

Busch, Tor ... [et al.], red. 2011. Modernisering av offentlig sektor : trender, ideer og praksiser. 3. utg. Universitetsforlaget. Kap 1-3, 5,7-10,12,13,15 og 21. 160 s

Busch, Tor, Jan Ole Vanebo og Erlend Dehlin. 2010. Organisasjon og organisering. 6. utg. Universitetsforlaget. 361 s

Christensen, Tom ... [et al.]. 2009. Organisasjonsteori for offentlig sektor : instrument, kultur, myte. 2. utg. Universitetsforlaget. 210 s

Hennestad, Bjørn W., Øyvind Revang og Fred Strønen. 2012. Endringsledelse og ledelsesendring. 2. utg. Universitetsforlaget. 212 s

Kaufmann, Geir og Astrid Kaufmann. 2009. Psykologi i organisasjon og ledelse. 4. utg. Fagbokforlaget. 309 s

Levi, Daniel. 2013. Group dynamics for teams. 4th ed. Sage. 260 s

Martinsen, Øyvind L., red. 2009. Perspektiver på ledelse. 3. utg. Gyldendal akademisk. 177 s

Sjøvold, Endre. 2006. Teamet : utvikling, effektivitet og endring i grupper. Universitetsforlaget. 238 s

Stoknes, Per Espen og Frede Hermansen, red. 2004. Lær av fremtiden. Gyldendal akademisk. 142 s

Sørensen, Rune J. 2009. En effektiv offentlig sektor : organisering, styring og ledelse i stat og kommune. Universitetsforlaget. 131 s

Collection of articles:

Marstein, Egil (red.). 2012. Kompendium. Deles ut ved oppstart

Recommended reading

Books:

Berg, Morten Emil. 2006. Coaching : å hjelpe ledere og medarbeidere til å lykkes. 2. utg. Universitetsforlaget

Larsen, Rolf-Petter. 1998. Teamutvikling : teambygging og teamarbeid. Cappelen akademisk forlag

Robbins, Harvey and Michale Finley. 2000. Why teams don't work. what went wrong and how to make it right. New ed. Texere. Utsolgt fra forlaget

Wheelan, Susan A. 2013. Creating effective teams : a guide for members and leaders. 4th ed. SAGE

Course outline

1st session – Constituting the team
2nd session – Team qualities
3rd session – Team processes
4th session – the team in an organisational context
5th session – the team as innovator and change agent

Computer-based tools

None

Learning process and workload

The course is given over five course modules each lasting three 8-hour days. Attendance is compulsory. In addition there is tutoring (1 hour per student/participant). A methodology course will be given if required.

Examination

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

For students taking the programme as their final Master of Management Programme the following applies:
The students are evaluated through an individual term paper, 24 ECTS and a written 72-hour home exam, 6 ECTS. Both must be passed for a certificate in the programme to be awarded.

Examination code(s)

BLU 29801 - term paper which counts 60% of the pass grade in BLU 2980, 18 ECTS.

BLU 29811 – 72 hour home exam which counts 40% of the pass grade in BLI 2981, 12 ECTS.

For students taking this programme as their final Master of Management Programme the following applies:

BLU 29821 – term paper counts 100% of the grade in the course BLU 29821, 24 ECTS.

BLU 29831 – 72 hour home exam which counts 100% of the grade in the course BLU 2983, 6 ECTS.

The term paper is to be written individually or in groups of maximum two persons.

Both courses/exams must be passed in order to be awarded a certificate for the programme.

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

Examination support materials

All aids are allowed

Re-sit examination

At the next regular exam.

Additional information