



APPLIES TO ACADEMIC YEAR 2014/2015

BLU 3076/3077/3078/3079 Development for increased competitiveness

Programme

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

Responsible for the course

Per Ingvar Olsen

Department

Department of Innovation and Economic Organisation

Term

According to study plan

ECTS Credits

30

Language of instruction

Norwegian

Introduction

This program is a leadership development program focussing improving of competitiveness in a value chain company. It shall provide science based knowledge and capabilities within the following subjects; leadership of supply chains and industrial companies, economic analysis, project development and project management. It shall supply the participants with acknowledged scientific and practical understanding of issues associated with continuous improvement, "lean" organizing and work methods, and value creation through development and change. Throughout the course of the program the participants will be conducting a group based value creating- and /or improvement project within the company that shall contribute to the improvement of the firm's competitiveness. The projects should be developed to a level where they can be presented for evaluation by the top management - eventually for go/no go decisions.

Learning outcome

Acquired knowledge

Having completed the program, the participants should have acquired knowledge relevant to working with continuous improvement of the firm's competitiveness, including knowledge of methods for appropriate economic analysis and use of governance work tools. They should also have acquired solid and broad understanding of the firm's organization and participation in extended supply chains as well as having obtained a good understanding of the firm's regulatory, market and productivity conditions and challenges. Finally, the participants should also have acquired knowledge of methods for effective project management and project organizing.

Acquired skills

Through practice oriented project development work, the participants shall enhance their skills within project development, financial, work to achieve acceptance and support as well as general leadership capabilities. They shall acquire better capabilities to search for relevant, useful and applicable literature, models and analysis and to apply these to develop more systematic, powerful and targeted value creating and improvement projects. Furthermore, they should have improved their skills to mobilize resources, participants and activities in such projects in effective and appropriate ways. Finally, the participants should through their analytical efforts in this course, improve their analytical skills to deal with concrete and complex problems, clarify their problem understanding with those of other involved actors, and create organizational and managerial conditions to succeed with demanding projects.

Reflection

Following this program the participants should have enhanced their ability to ask critical questions to and reflect over the firm's challenges, development opportunities as well as the roles of the participants themselves in taking responsibility for demanding leadership tasks, value creating development projects and economic improvement projects that are challenging to both leaders and others involved.

Prerequisites

Bachelor degree or equivalent and 4 years of work experience. Please consult our student regulations.

Compulsory reading

Books:

Bøhren, Øyvind og Per Ivar Gjørsum. 2009. Prosjektanalyse : investering og finansiering. Fagbokforlaget
Gadde, Lars-Erik, Håkan Håkansson, Göran Persson. 2010. Supply network strategies. 2nd ed. Wiley

Jon Lereim. 2013. Kvalitetsledelse i prosjekter. 1. Akademika Forlag

Modig, Niklas & Pär Åhlström. 2012. Dette er Lean : løsningen på effektivitetsparadokset. Rheologica publishing

Owens, Trevor, Obie Fernandez. 2014. The lean enterprise : how corporations can innovate like startups. Wiley-Blackwell

Turner, J. Rodney. 2009. The handbook of project-based management : leading strategic change in organizations. 3rd ed. McGraw-Hill

Other:

Jereim, Jon. Foreleserkompendium. Samling av utvalgte artikler av forskjellige forfattere

Olsen, Per Ingvar. Forelesningskompendium. Samling av artikler og bokkapitler av diverse forfattere

Skaldehaug, Espen. Forelesningskompendium. Samling av artikler av diverse forfattere

Recommended reading

Books:

Bicheno, John. 2007. Verktøy for Lean Produktion : the Lean toolbox. Quest Worldwide Consulting Ltd

Boquist, John A., Todd Milbourn, Anjan Thakor. 2010. The value sphere : the corporate executives' handbook for creating and retaining shareholder wealth. 4th ed. World Scientific Publishing

Croll, Alistair & Benjamin Yoskowitz. 2013. Lean analytics : use data to build a better startup faster. O'Reilly Media

Course outline

Module 1 - Objectives - challenges, strategies and values

The firm's challenges, strategies and values

The value sphere

Lean Startup

Leadership for improved competitiveness; continuous improvements and project management

Market analysis and market dynamics

Integration of value chains and leadership of supply chains

Information regarding project development: Business cases

Between the modules:

Project work: Conducting an explorative, qualitative study to develop a first project solution proposal

Module 2 - Understanding value chains, cost analysis and cost management. The lean enterprise

Challenges to the firm - in between sales and supply of raw materials

Challenges to the firm: logistics and value chain optimization

Cost analysis and cost management

The lean enterprise

Managerial Accounting

Developing and improvement work with others

Group work: Presentation of and discussion of results from the first explorative study, and upgrading of project plan

Project analysis, data gathering and analytical models

Between the modules:

Project work: Phase 2 by "testing" the upgraded project plan within the organization and by other relevant partners.

Development of third version of project plan.

Module 3 - The broad market understanding (The module will be organized at a competitive firm abroad)

Market challenges, new technologies and new industrial organizing

Innovation and business development

Business visits with presentation of world leading competitor within the international industry.

The firm's challenges in light of international developments.

Group work: Reporting and discussing results from phase 2 of the project work

Preparations for data gathering and economic analysis of planned project.

Introduction to useful work tools and development of analytical approach

Between the modules

Group work: Phase 3: Economic analysis of planned project.

Data gathering and use of practical work tools

Module 4 - Understanding markets, improvement and project investment analysis

Value chain integration and optimization

Market regulations, sales and value chain coordination

Improvement work in relation to and in interaction with other actors

Innovation and product development

Procurement as an approach to innovation and improvement efforts

Project investment analysis (NPV, LCC etc.)

More about Lean Startup

Management of innovation- and improvement projects

Group work: Presentation and discussion of economic analysis of the planned projects

Between the modules:

Group work: Phase 3 of the project emphasizing the economic analysis of the project. Development of evaluation tools for

measuring and evaluating the economic effects of the project
Develop proposal for project organizing and implementation plan.

Module 5 - Project management

Business case
Goal formulation, effect goal and result goal
Project planning
Project execution and control including forecasts
Management changes and deviations
Risk management and quality control in projects
Project organization and roles
From idea generation to operation
Between the modules:

Group work: Phase 4: Developing of project presentation draft in PPT format (draft of what is to be presented to top management on the last day of the course program in module 7). "Testing" of implementation plan within the organization.
First draft of term paper. Research questions, theory, methods and brief outline.

Module 6 - Leadership for improved competitiveness

Leadership and communication
Stakeholder analysis and stakeholder analysis tools
Leadership of complex processes and projects
We - and us - as leaders in the firm
Leadership and management tools - in practice
The use of key performance indicators in corporate management
The lean enterprise and the use of data
The value of reporting

Presentation of 4-5 projects in PPT format. Feedback and discussion
Term paper: How to write a great term paper. Use of literature, etc.
Preparing for the home exam
Group work: Final term paper drafts.

Between the modules:

Prepare for the final presentation of the project
Home exam
Hand in of term paper exam

Module 7 - Project presentations

Presentations of all projects in front of top management panel. Evaluations and feedback.

Computer-based tools

The participants will be using IT learning to communicate with each other and to receive relevant materials in between the modules. Use of data tools for economic analysis will also be required in addition to the use of ordinary software programs such as Windows Office.

Learning process and workload

The programme is conducted through seven course modules, a total of approx. 150 lecturing hours.

The course is thought through a process where the participants will be working with concrete development projects in the company through out the course, and where time will be used on every module for the participants to present their work and get feedback.

The lectures are based on the course literature and will provide input also to the project work. It is expected that the participants in between the modules use time to prepare for the lectures by reading the relevant parts of the course literature for the following module, and that they use time to work on the project work assignments.

Project tutorials differ in each Executive Master of Management programme. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to two hours per student following an ordinary Master of Management programme. For students taking the programme as their final Master of Management programme the tutorials offered are estimated to a total of six hours.

Coursework requirements

None

Examination

The students are evaluated through a term paper (30 pages), counting 18 ECTS credits and an 48 hours individual home-exam (15 pages) counting ECTS 12 credits. Both evaluations must be passed to obtain a certificate for the programme. The term paper may be written individually or in groups of maximum three persons.

For students taking this programme as the final Master of Management Programme the following applies:
The students are evaluated through a term paper (50 pages), counting 24 ECTS credits and an 48 hours individual home-exam (15 pages), counting ECTS 6 credits. The term paper may be written individually or in

groups of maximum two persons. Both evaluations must be passed to obtain a certificate for the programme.

Examination code(s)

BLU 30761 - Term paper; accounts for 100 % of the grade to pass the programme BLU 3076, 18 credits

BLU 30771 - 48 hours individual home-exam (15 pages) ; accounts for 100 % of the grade to pass the programme BLU 3077, 12 credits

Both evaluations must be passed to obtain a certificate for the programme.

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

BLU 30781 - Term paper; accounts for 100 % of the grade to pass the programme BLU 3078, 24 credits

BLU 30791 - 48 hours individual home-exam (15 pages) ; accounts for 100 % of the grade to pass the programme BLU 3079, 6 credits;

Both evaluations must be passed to obtain a certificate for the programme.

Examination support materials

Re-sit examination

It is only possible to re-sit an examination at the next ordinary examination. When a programme is discontinued, the re-sit examination will take place in a replacement programme.

The assessment is mainly based on more than one examination code. Where this is the case, you may re-sit only the assessed components of one of these examination codes. Where this is not the case, all of the assessed components of the course must be retaken. All re-sit examinations will incur an additional fee.

Additional information