



COURSE DESCRIPTION

Relational Leadership

| | |
|-----------------------------|--|
| 1. Bachelor Degree: | BA Tourism and Hospitality Management BA Hotel and Relationship Management BA Marketing and Sales Management BA Marketing and International Management |
| 2. Course: | Relational Leadership |
| 3. Semester: | 5. semester, 3. year |
| 4. Credits: | 15 |
| 5. Lecturer: | Associate Professor Joyce McHenry |
| 6. Number of contact hours: | The lecturer is obligated to have 75 lecture hours with the class in the classroom. |
| 7. Prerequisites: | Introduction course: Organisation and leadership |
| 8. Academic description: | This course is an advanced course in leadership. In the current knowledge and service society there is an increased need to be able to manage relational aspects both inside and outside the organisation. The course is divided in six teaching blocks where new relational leadership requirements when managing individuals, teams, organisations and inter-organisational cooperation are examined. The course covers topics like knowledge society, learning organisations, general management theories, coaching, conflict handling, managing human resources, communication skills, sharing and creating knowledge, social competence, competence development management, process skills, project and change management, crisis management and knowledge about mergers and cooperation in networks. |
| 9. Course aims: | The first aim of the course is to develop a further understanding about how relationships influence people in organisations, both inside, outside and between |

| | |
|------------------------------|---|
| | <p>organisations. With special focus on relationships when coaching individual people, managing projects, leading change, managing crisis and managing alliances and learning in networks.</p> <p>The second aim is to gain skills in the areas that are mentioned above</p> |
| <p>10. Course content:</p> | <p>Topic1: Introduction- Relationships and leadership – Change in working requirements.</p> <p>Topic 2: Management of human resources. Recruiting, competence development, downsizing, conflict handling, role of union and personnel law</p> <p>Topic 3: Project management and cooperation. Learning to write a project plan</p> <p>Topic 4: Management of change and crisis. Planned and continuous change. Handling and planning of a crisis situation</p> <p>Topic 5: Cooperation and management of external cooperation. Success factors for cooperation, learning environment and sharing of knowledge between external partners.</p> <p>Topic 6: TENK III – Simulation of a take over between two companies. Emphasis on leadership challenges – resistance to change, culture, power, HR strategy, communication and cooperation</p> |
| <p>11. Teaching methods:</p> | <p>Lectures, projects, presentations and simulation case TENK III</p> <p>Students are expected to be prepared, be active and participate in group discussions.</p> |

| | |
|-----------------------------|---|
| | The course is divided in 5 topics that accumulate into the simulation case |
| 12. Assessment: | Half term grade: Mandatory group project- 40 %. A-F Final grade: Individual exam – 60 % A-F Grade simulation case: Pass/non-pass |
| 13. Required readings: | Nordhaug, Odd (2003) <i>Ledelse av menneskelige ressurser</i> , Universitetsforlaget. 330 sider Haugland, Svein , siste utgave, <i>Samarbeid, allianser og nettverk</i> , Tano Aschehoug . 150 sider Briner, W., Hastings, C. Geddes,M. (2004) <i>Prosjektledelse</i> , Gyldendal Norsk Forlag 170 sider Skattum, k. og Hatling, J. (2005) <i>Veien til prosjektsuksess</i> , NFP Norsk forening for Prosjektledelse 100 sider Kompendiesamling 450 sider Eventuell avisclipp og/eller annet materiale som utdeles på forelesninger Forelesningsnotater |
| 14. Supplementary readings: | Hubertz Haaland, F. og Dale, F. (2005) <i>På randen av ledelse, en veiviser for førstegangsledelse</i> , Gyldendahl Akademisk Kotter, J.P. (1996) <i>Leading change</i> , Harbard Busienss School Press |