

COURSE DESCRIPTION

RLE3101 Relational Leadership – 10cr.

1. Degree	Bachelor of Hotel and Relationship Management Bachelor of Tourism and Relationship Management
2. Year/semester	3st year – 5th semester
3. Credits	10
4. Course instructor	Assistant Professors Tore Fagernes and Helene Sætersdal
5. Contact hours	48 hours + TENK III Business simulation project
6. Course prerequisites	Introduction course: Organisation and Leadership.
7. Learning objectives	<p>Knowledge:</p> <ul style="list-style-type: none"> • Develop a general understanding about how relationships influence people in organisations, both inside, outside. • Create a specific understanding of the field on how to work as a leader, how to lead change and managing crisis. <p>Skill:</p> <ul style="list-style-type: none"> • Be able to apply theories into practical problems. • Be able to lead and implement projects with an emphasis on the development of HR strategy and implementation of simulation case TENK III. <p>Attitudes:</p> <ul style="list-style-type: none"> • Develop the individual's critical attitude through increased understanding of the challenges and complexity in creating an effective interaction and good relationship in an organisation. • Develop understanding of own mastery of work-related projects.
8. Course contents	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

	<p>organisation. The course is divided in three topics where new relational leadership requirements are examined.</p> <p>Topic 1: Introduction - Relationships and leadership theories – leadership skills, Change in working requirements. Knowledge society.</p> <p>Topic 2: Management of human resources. Recruiting, competence development, downsizing, conflict handling, role of union and personnel law.</p> <p>Topic 3: Management of change and crisis. Planned and continuous change. Handling and planning of a crisis situation.</p> <p>The course finishes with a simulation project 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>
9. Method of instruction	<p>The course will be taught through lectures and discussions in class. The students will also engage in a variety of classroom activities, including both individual and group presentations. The students are required to invest considerable efforts in the learning process.</p> <p>The course is divided in 3 topics that accumulate into the simulation case TENK III</p>
10. Assessment	<p>Assignments/mid-term exam: 40 %</p> <p>Final exam: 60 %</p> <p>Obligatory participation simulation case: Pass/non-pass</p>
11. Course syllabus	<p>Berg, Morten Emil. 2008. <i>Ledelse: verktøy og virkemidler</i>. 3. utg. Oslo: Universitetsforlaget. ISBN: 978-82-15-01423-4 (300 s) Pris: 389,-</p> <p>Nordhaug, Odd. 2002. <i>LMR: ledelse av menneskelige ressurser: målrettet personal- og kompetanseledelse</i>. 3. utg. Oslo: Universitetsforlaget. ISBN: 978-82-15-00235-4. (339 s) Pris: 419,-</p> <p>Norsk presseforbund. Vær varsom-plakaten. http://presse.no/Pressens Faglige Utvalg PFU/Var Varsom-plakaten/ [Fritt tilgjengelig på Internett]</p>

Weisæth, Lars, og Ragnar Kjeserud. 2007. *Ledelse ved kriser : en praktisk veileder*. Oslo: Gyldendal akademisk. ISBN 978-82-05-35182-0. (142 s) Pris: 325,-

Kompendium for RLE3100 Relasjonsledelse

Topic 1: Introduction - Relationships and leadership theories

1. Uzzi, Brian og Shannon Dunlap. 2005. How to build your network. *Harvard Business Review*, 83(12):53-60
2. Spurkeland, Jan. 2004. Begrunnelsen (kapittel 1). I Spurkeland, *Relasjonsledelse*. 2. utg. Oslo: Universitetsforlaget, s. 13- 33
3. ———. 2004. Elementene i relasjonsledelse (kapittel 2). I Spurkeland, *Relasjonsledelse*. 2. utg. Oslo : Universitetsforlaget, s. 36-53.
4. Goleman, Daniel. 2000. Leadership that gets results. *Harvard Business Review*, 78(2):78-90.

Topic 2: Management of human resources

5. Midtsundstad, Tove. 2005. Virksomhetenes sosiale ansvar (kapittel 8). I Torp (red). *Nytt arbeidsliv: medvirkning, inkludering og belønning*, Oslo: Gyldendal akademisk.
6. Sortland, Nils og Ståle Einarsen. 2000. Mellommenneskelige konflikter. I Einarsen og Skogstad (red.), *Det gode arbeidsmiljø : krav og utfordringer*. Bergen : Fagbokforlaget, s. 121-138
7. Einarsen, Ståle og Harald Pedersen. 2007. Mobbing og trakassering i arbeidslivet : hva, hvem og hvorfor (kapittel 4). I Einarsen og Pedersen, *Håndtering av konflikter og trakassering i arbeidslivet*. Oslo : Gyldendal, s. 93-140
8. Marnburg, E. 2005. Etikk og verdivalg i arbeidslivet (kapittel 8). I Einarsen og Skogstad (red.), *Den dyktige medarbeider*. Bergen : Fagbokforlaget, s. 191-219
9. Carasco, Emily F. og Jang B. Singh. 2009. Ethics conventions and globalization (kapittel 11). I Svensson og Wood (red). *Business ethics: through time and across contexts*, Lund: Studentlitteratur, s. 237-260.

	<p>10. Ferrell, O.C. og Linda Ferrell. 2009. Historical developments of business ethics: then to now (kapittel 4). I Svensson og Wood (red). <i>Business ethics: through time and across contexts</i>, Lund: Studentlitteratur, s. 65-78</p> <p>Topic 3: Management of change and crisis</p> <p>11. Yukl, Gary A. 2001. Å lede organisasjonsendringer. I Martinsen (red). <i>Perspektiver på ledelse</i>, Oslo: Gyldendal, s. 115- 147.</p> <p>12. Kotter, John P. 2007. Leading change : why transformation efforts fail. <i>Harvard Business Review</i>, 85(1):96-103. [Opprinnelig utgitt i 1995]</p> <p>13. Infodesign. Etikk i presse og informasjonsarbeid. http://infodesign.no/artikler/informasjonsetikk.htm. (lesedato: 3. mars 2010) [Publisert 09.03.2001]</p>
12. Recommended reading	