GRA 2302 Network as Organizational Design

Program
Master of Business And Economics Program

Responsible for the course
Fred Strønen

Department
Knowledge Management

Term
Winter

ECTS Credits

Objective

The course objective is to provide insight into how organisations work together in networks, with regards to strategy and leadership. A rapid development towards a dynamic, global and technological market place shapes the competitive arena for modern businesses in several industries. The major challenge for many organisations is the increasing environmental complexity as well as change. Control and stability have been the ideas of the industrial society. Today, flexibility and change is the rule. The hierarchy has been the dominating organizational design for coordination and division of work. Hierarchies are substituted by networkforms in the information age. Advantages and disadvantages with organizational networks would be discussed during the course.

Prerequisites
No prerequisites

Compulsory literature

Compendium with selected papers

Recommended literature

Alter, Catherine and Jerald Hage. 1993. *Organizations Working Together* . London, Sage. (Denne boken er utsolgt fra forlaget)
Håkansson, Håkan and Ivan Snehota, Ivan, eds. 1995. *Developing Relationships in Business Networks* . London: Routledge. (Denne boken er utsolgt fra forlaget)
Keen, Peter G.W. 1991. *Shaping the Future: Business Design Through Information Technology.* Boston, Mass.: Harvard Business School Press.
Morgan, Gareth. 1988. *Riding the Waves of Change: Developing Managerial Competencies for a Turbulent World.* San Francisco: Jossey-Bass Publishers.(Organisasjoner i bevegelse, Universitetsforlaget)
Norus, Jesper. 1999. *Strategiske processer og netværksorganisering* : *Bioteknologiske entreprenører i USA og Danmark.* København: Jurist- og Økonomforbundetsforlag.

Scott Morton, Michael S, ed. 1991. *The Corporation of the 1990s: Information Technology and Organizational Transformation.* New York: Oxford University Press.

Course outline

Introduction
Network organization: Dynamic networks between hierarchy and market
Network metaphor in a historical dimension - as dominating organizational design
Strategic implications of the network paradigm
Network in a practical setting: Case
Network analysis
Network organizations design and function
Division of work and coordination in network

Management in network organizations
Summary

Computer-based tools
Computer based tools are not used

Course structure
30 hours classroom teaching, teamwork and presentations of selected articles

Evaluation
Class discussions: 10%
Presentations: 20%
Term paper at the end of the term: 70%

Evaluation code(s)
GRA 23021

Aids at the examination
All

Makeup exam
Next ordinary course exam