



APPLIES TO ACADEMIC YEAR  
2002/2003

## ORG 9853 Organization Theory

### Program

Foundation Program in Marketing and Internationalization, Foundation Program in Marketing Communication, Foundation Program in Marketing Information and Public Relations, The Associate Degree Program in Business Administration, The Associate Degree Program in Marketing - Information and Public Relations, The Associate Degree Program in Marketing and Internationalization, The Associate Degree Program in Marketing Communication, The Bachelor of Business Administration Program in Logistics

### Responsible for the course

Bård Kuvaas

### Department

Leadership and Organizational Management

### Term

Fall or spring. Contact your local college for more information.

### ECTS Credits

6

### Objective

The objective of the course is to give students a basic understanding of organizational behavior. The students will be guided through the most important topics within organizational theory, where classical approaches and more recent perspectives are presented side by side in order to illustrate managerial thinking and behavior in organizations. The course consists of three main parts. The first part covers organizational goals and effectiveness, structure, culture, power and organizational environment. The second part deals with processes in organizations, while the third part is dedicated to the question of how to study organizations. After having completed the course, the students should have learned the most central concepts and contributions within organizational theory, along with skills in applying theory to "real life situations".

### Prerequisites

No particular prerequisites are required.

### Compulsory literature

Jacobsen, D.I. and J. Thorsvik. 2002. *Hvordan organisasjoner fungerer: Innføring i organisasjon og ledelse*. 2nd ed. Bergen-Sandviken: Fagbokforlaget.  
Jacobsen, D.I. and J. Thorsvik. 2002. *Arbeidsbok og casesamling til Hvordan organisasjoner fungerer*. 2nd. ed. Bergen-Sandviken: Fagbokforlaget.  
The following scientific articles that can be obtained through the regional colleges' electronic access to the NSM libraries.  
Das, T.K. and B.-S. Teng. 1999. "Cognitive biases and strategic decision processes: An integrative perspektiv." *Journal of Management Studies* , 36 (6):757-778.  
Detert, J.R., R.G. Schroeder and J.J. Mauriel. 2000. "A framework for linking culture and improvement initiatives in organizations." *Academy of Management Review* , 25:850-863.  
Harvey, C. and J. Denton. 1999. "To come of age: The antecedents of organizational learning". *Journal of Management Studies* , 36:897-916.  
Nutt, P.C. 1999. "Surprising but true: Half the decisions in organizations fail". *Academy of Management Executive* , 13:75-90.

### Recommended literature

None.

### Course outline

- Goals and effectiveness
- Organizational structure

- Individual, social and cultural relationships
- Power and conflict
- Organizations and their environment
- Motivation
- Communication
- Decision making
- Learning
- Leadership
- Studying organizations

**Computer-based tools**

Computer-based tools are not used.

**Course structure**

The course is based on a total of 42 teaching hours of lectures. It is recommended to work on cases and discussions in tutorial groups. The course is also provided as Distance learning.

**Evaluation**

A term paper, to be completed in one week, concludes the course. The paper can be prepared individually or in groups of two or three students.

**Evaluation code(s)**

ORG 98531 - term paper, which accounts for 100% of the grade in ORG 9853, 2 credits.

**Aids at the examination**

All aids are permitted.

**Makeup exam**

A makeup exam is held in every term.