



APPLIES TO ACADEMIC YEAR 2007/2008

ORG 2700 Organizational Behavior, Leadership and HRM

Program

Bachelor of Science in Business (2. year), Bachelor of Science in Marketing (2. year)

Responsible for the course

Anders Dysvik, Øyvind Martinsen, Bård Kuvaas

Department

Leadership and Organizational Management

Term

According to study plan

ECTS Credits

12

Language of instruction

Norwegian

Objective

This introductory course has several intentions. First, in providing students with a basic understanding of essential theoretical contributions within the field of Organizational Behavior at individual, group, and organizational level of analysis. Second, in providing students with a basic understanding of essential theoretical contributions within the field of Leadership, in terms of demonstrating across a broad range of theories the potential influences of leadership on individual, group, and organizational processes. Third, in providing students with basic understandings of essential contributions within Human Resources Management (HRM). The students are expected during the course to gradually acquire skills in applying theories to discuss problems derived from workplace settings.

Prerequisites

Compulsory literature

Books:

Jacobsen, D. I. og Thorsvik J. 2007. Hvordan organisasjoner fungerer: innføring i organisasjon og ledelse. 3. utg. Bergen: Fagbokforlaget. Kapittel 2, 3, 4, 5, 6 og 8
Kaufmann, G. og Kaufmann, A. 2003. Psykologi i organisasjon og ledelse. 3. utgave. Bergen: Fagbokforlaget. Kapittel 1, 2, 3, 4, 5, 6, 7, 8, 9, 12, 13
Martinsen, Ø. L. 2004. Perspektiver på ledelse. 2. utgave. Oslo: Gyldendal Akademisk. Kapittel 1, 3, 5, 6, 7, 8, 9, 10, 12, 13, og 14

Articles:

Collins, C. J., & Smith, K. G. 2006. Knowledge exchange and combination: The role of human resource practices in the performance of high-technology firms. *Academy of Management Journal*. 49(3). 544-560
Cropanzano, R., & Mitchell, M. S. 2005. Social Exchange Theory: An interdisciplinary review. *Journal of Management*. 31(6). 874-900
Das, T. K. and Teng, B.-S. 1999. Cognitive biases and strategic decision processes: An integrative framework. *Journal of Management Studies*. 36(6). 757-778
Harrison, D. A., Newman, D. A., & Roth, P. A. 2006. How important are job attitudes? Meta-analytic comparisons of integrative behavioural outcomes and time sequences. *Academy of Management Journal*. 49(2). 305-325
Peterson, S. J. & Luthans, F. 2006. The impact of financial and nonfinancial incentives on business-unit outcomes over time. *Journal of Applied Psychology*. 91(1). 156-165
Pfeffer, J. & Veiga, J. F. 1999. Putting people first for organizational success. *Academy of Management Executive*. 13(2). 37-48
Pfeffer, J., & Sutton, R. I. 2006. Evidence-based management. *Harvard Business Review*. 84(1). 62-75
Piderit, S. K. 2000. Rethinking resistance and recognizing ambivalence: A multidimensional view of attitudes toward an organizational change. *Academy of Management Review*. 25(4).

783-794

Salanova, M., Agut, S., & Peiró, J. M. 2005. Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*. 90(6). 1217-1227

Wright, P. M. & Boswell, W. R. 2002. Desegregating HRM: A review and synthesis of micro and macro human resource management research.. *Journal of Management*. 28(3). 247-276

Wright, P. M., Gardner, T. M., Moynihan, L. M., & Allen, M. R. 2005. The relationship between HR practices and firm performance: Examining causal order. *Personnel Psychology*. 58(2). 409-446

Collection of articles:

Kuvaas, B. 2005. Når dårlige ledelsesteorier resulterer i dyr og dårlig ledelse. *Magma*. Juni. 20-33

Kuvaas, B. 2006. Work performance, affective commitment, and work motivation: The roles of pay administration and pay level. *Journal of Organizational Behavior*. 27(3). 365-385

Martinsen, Ø. L. 2005. Lederskap - Spiller det noen rolle?. *Forskningsrapport*. 5. Oslo: Handelshøyskolen BI. 1-57

Recommended literature

Books:

Øvrige kapitler i lærebøkene

Course outline

Organizational Behavior

- Introduction to Organizational Behavior(Chapter 1 K&K)
- Perception (Chapter 5 K&K)
- Motivation (Chapter 2 K&K; Kuvaas 2006, Peterson & Luthans 2006)
- Emotions (Chapter 3 K&K)
- Personality (Chapter 4 K&K)
- Learning (Chapter 7 K&K)
- Problem solving, Decision making and Creativity (Chapter 6 K&K; Chapter 10 Martinsen; Das & Teng, 1999)
- Attitudes and Job Satisfaction (Chapter 8 K&K; Harrison et al. 2006)
- Group Psychology (Chapter 9 K&K; Chapter 14 i Martinsen)
- A Rational System Perspective on Organizations (Chapter 2 J&T; Chapter 3 J&T)
- A Natural System Perspective on Organizations (Chapter 4 J&T, Chapter 8 J&T, Chapter 5 J&T, Cropanzano & Mitchell 2005, Salanova et al. 2005)
- An Open System Perspective on Organizations (Chapter 6 J&T)

Leadership

- Leadership and Cooperation (Chapter 12 K&K)
- Leadership at different Organizational Levels (Chapter 13 K&K)
- The importance of Leadership (Chapter 1 Martinsen, Martinsen, 2005)
- The Information Processing of Leaders (Chapters 8, 9 and 10 i Martinsen)
- Gender and Leadership (Chapter 12 i Martinsen)
- Transformational Leadership (Chapter 7 i Martinsen)
- Self-Management (Chapter 13 i Martinsen)

Human Resources Management (HRM)

- Leadership and Human Resource Management (HRM) (Chapter 6 in Martinsen; Pfeffer & Sutton, 2006)
- Change Management (Chapter 5 in Martinsen; Piderit, 2000)
- Modern HRM (Collins & Smith, 2006; Cropanzano & Mitchell, 2005; Kuvaas 2005, Pfeffer & Veiga, 1999, Wright & Boswell 2002, Wright et al. 2005)

Computer-based tools

Blackboard. The students are required to gain access to a computer with internet access.

Course structure

The course is based on 84 hours and includes 72 hours of lectures and 12 hours of tutorin, of class over to terms:

- ORG 2701 Organizational Behavior, Leadership and HRM - autumn
- ORG 2702 Organizational Behavior, Leadership and HRM - spring.

Evaluation

The final grade is made up from three evaluations. Students are obliged to pass all three exams during the study year in which they are enrolled. The first evaluation is a multiple-choice exam (90 minutes) at the end of the first semester, which accounts for 20 per cent of the total grade. The second evaluation is a student project (group up to three students), which is to be

handed in at the end of the second semester, which accounts for 30 per cent of the total grade. The third evaluation is a individual written exam at the end of the second semester, which accounts for 50 per cent of the total grade.

Evaluation code(s)

ORG 27001 – Process evaluation, accounts for 100 % of the grade in the course ORG 2700 Organizational Behavior, Leadership and HRM, 12 ECTS-credits.

Aids at the examination

Multiple-Choice exam: All aids allowed

Student project: All aids allowed

Individual written exam: All aids allowed.

Makeup exam

A re-sit is held in at the next scheduled exam in the course. Students who are taking new exam must take the course all over including all parts of evaluation.