



APPLIES TO ACADEMIC YEAR 2010/2011

ORG 1210 Organizational Theory and HRM

Programme

Bachelor of Science in Business (2. year)

Responsible for the course

Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

7,5

Language of instruction

Norwegian

Introduction

Jeffrey Pfeffer's statement that the main explanation for sustainable competition advantage is the way organizations treat their employees is no longer just a cliché. Several studies show that various measures of Human Resource Management (HRM) at the organizational level are positively related to organizations' performance in terms of both financial and non-financial indicators. In spite of this, it is not uncommon that many organizations' HR functions struggle with a lack of status and influence. Therefore, it is important that managers both within and outside the HR department acquire more knowledge of and insight into how to choose, frame and implement HR practices in order for organizations to achieve a competition advantage. Accordingly, the course will provide the students with an introduction into and understanding of basic theoretical and empirical contributions of Human Resource Management (HRM) research at the individual, group, and organizational level of analyses. After having completed the course, the students should be able to apply obtained knowledge in work settings

Learning outcome

At the end of the course, the students should attain the following goals:

Acquired Knowledge

- Essential theories and perspectives within Organizational Theory and HRM.
- The most salient and robust research findings within HRM at the individual, group, and organizational level

Acquired Skills

Be able to identify, analyze and understand what differentiates more effective and less effective HRM in organizations in different types of organizations

Reflection

Be able to critically assess organizations' HR practices in light of the most important and robust research findings within HRM at different levels of analysis

Prerequisites

ORG 3401 Organizational Behaviour and Leadership or equivalent

Compulsory reading

Books:

Jacobsen, Dag Ingvar og Jan Thorsvik. 2007. Hvordan organisasjoner fungerer. 3. utg. Bergen : Fagbokforlaget. Kapittel 2, 3, 4, 5, 6 og 8.

Kuvaas, Bård, red. 2008. Lønnsomhet gjennom menneskelige ressurser : evidensbasert HRM. Bergen : Fagbokforlaget

Articles:

Collins, C. J., & K. G. Smith. 2006. Knowledge exchange and combination : the role of human resource practices in the performance of high-technology firms. *Academy of Management Journal*. 49(3). s. 544-560

Combs, J., Liu, Y., A. Hall & D. Ketchen. 2006. How much do high-performance work practices matter? A meta-analysis of their effects on organizational performance. *Personnel Psychology*.

59 (3). s. 501-528

Cropanzano, R., & M. S. Mitchell. 2005. Social Exchange Theory : an interdisciplinary review. *Journal of Management*. 31(6). p. 874-900

Harrison, D. A., Newman, D. A., & Roth, P. A. 2006. How important are job attitudes? Meta-analytic comparisons of integrative behavioral 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., & Sutton, R. I. 2006. Evidence-based management. *Harvard Business Review*. 84(1). 62-75

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
Collins, C. J., & Smith.

Recommended reading

Course outline

- Evidence-based management and HRM
- Studying organizations
- Tasks, technology, goals and effectiveness in organizations
- Organizational structure
- Power
- Organizations and their environment
- HRM and organizational effectiveness
- HRM and job attitudes
- Organizational culture, climate and HRM
- Motivation and rewards
- Measuring HR effectiveness
- Work ethics
- Recruitment
- Teams, communication, conflicts and conflict-solving
- Performance appraisal systems
- Training and development
- Leadership development

Computer-based tools

Learning process and workload

Use of hours

Examination

A five hour individual written exam concludes the course.

Examination code(s)

ORG 12101 . Written exam. Counts for 100 % to obtain final grade in ORG 1210
Organizational Theory and HRM - 7,5 credits.

Examination support materials

None

Re-sit examination

Re sit examination is offered every term.

Additional information