



APPLIES TO ACADEMIC YEAR 2011/2012

ORG 1210 Organizational Theory and HRM

Programme

Bachelor of Science in Business (2. year)

Responsible for the course

Anders Dysvik

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 competitive advantage. Accordingly, the course will provide the students with an introduction to and understanding of basic theoretical and empirical contributions of research related to Human Resource Management (HRM) at the individual, group, and organizational level of analysis. 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 have attained 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

The students should be able to identify, analyze and understand what differentiates more effective and less effective HRM in different types of organizations

Reflection

The students should 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. 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., D. A. Newman, & P. A. Roth. 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. & F. Luthans. 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., S. Agut, & J. M. Peiró. 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. & W. R. Boswell. 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., T. M. Gardner, L. M. Moynihan & M. R. Allen. 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
- Organizations as rational systems
- Organizations as natural systems
- Organizations and the environment
- HRM and organizational performance
- HRM and individual/group performance
- Ethics and work settings

Computer-based tools

Learning process and workload

Use of hours

Examination

A five hour individual written examination concludes the course.

Examination code(s)

ORG 12101 . Written examination. Counts for 100 % towards the final grade in ORG 1210 Organizational Theory and HRM - 7,5 credits.

Examination support materials

None

Re-sit examination

A re-sit examination is offered every term.

Additional information