



APPLIES TO ACADEMIC YEAR 2012/2013

## ORG 3402 Organizational Behavior and Leadership

### Programme

Bachelor in Arts and Management (1. year), Bachelor in Auditing (1. year), Bachelor in Business Administration (1. year), Bachelor in Business Law (1. year), Bachelor in Entrepreneurship (1. year), Bachelor in Finance (1. year), Bachelor in International Marketing (1. year), Bachelor in Market Communication (1. year), Bachelor in Marketing (1. year), Bachelor in Public Relations (1. year), Bachelor in Real Estate (1. year), Bachelor in Retail Management (1. year), Bachelor of Science in Business (1. year), Foundation Program in Business Administration, Foundation Program in Marketeconomy

### Responsible for the course

Øyvind Martinsen

### Department

Department of Leadership and Organizational Behaviour

### Term

According to study plan

### ECTS Credits

7,5

### Language of instruction

Norwegian

### Introduction

The effectiveness, profitability, and value of organizations, broadly defined, are dependent upon human competence, interplay, effort, and leadership. This course will thus include important and evidence-based knowledge about human characteristics, processes, and leadership in complex work settings. In line with this, the course will, e.g., cover issues like learning, motivation, perception, how human traits can be organized and how such processes and traits can be associated with e.g., job satisfaction, effort, and productivity. Moreover, the course will provide knowledge on groups and teams, as well as decision-making, problem solving, and creativity. A special emphasis is put on theories of leadership, including leadership and change. Finally and beyond such perspectives, the course will include an introduction to organizational design and culture.

### Learning outcome

#### Acquired knowledge

The students shall acquire basic knowledge about psychological, organizational, and leadership theories relevant for work settings and for further studies in organizational theory and leadership.

#### Acquired skills

The students shall be able to explain central psychological, organizational, and leadership concepts, processes, and theories and how they relate to efficiency in work settings.

#### Reflection

The students shall develop an understanding of the *importance* of psychological characteristics and processes, and organizational conditions for optimal functioning in work settings.

### Prerequisites

None.

### Compulsory reading

#### Books:

Kaufmann, Geir og Astrid Kaufmann. 2009. Psykologi i organisasjon og ledelse. 4. utg. Fagbokforlaget. (Hele boken er pensum)  
Martinsen, Øyvind L., red. 2009. Perspektiver på ledelse. 3. utg. Gyldendal akademisk. (Kap. 2-7, 9, 11-15 ca. 200 sider).

### Recommended reading

#### Books:

De kapitler i læreboken som ikke er obligatoriske

**Course outline****Organisational psychology**

- Motivation
- Emotion
- Personality
- Perception
- Learning
- Problem solving, decision making and creativity
- Attitudes and job satisfaction
- Communication
- Groups

**Organisational theory**

- Organisational culture
- Organisational design

**Leadership theory**

- Leadership and management
- The leader's roles
- Power and influence
- Leader traits and leader style
- Contingency theories
- Leadership and competence
- Change leadership
- Gender and leadership
- Transformational leadership
- Team leadership
- Self leadership

**Computer-based tools**

The course requires that candidates use the communication platform It's Learning. The responsibility for an Internet connection and the skills to navigate on the communication platforms rest on the candidates.

**Learning process and workload**

1. Learning process. The course consists of 42 hours of lectures. During the lectures the main emphasis is put on central concepts, but will also give room for discussions, the use of small cases as aids to understanding, assignments, activities and more. Subsequent to the teaching sessions students' will work on assignments that will be briefly reviewed at the beginning of the next session.
2. Seven (7) electronical tests will be given during the semester- Five (5) of these must be approved in order to sit for final exam. Detailed information about coursework requirements will be placed at It's learning when course starts.

Workload for students

| Activity                                           | Workload (hours) |
|----------------------------------------------------|------------------|
| Lectures (participation in class)                  | 42               |
| Reading the compulsory literature                  | 84               |
| Assignments                                        | 42               |
| Reading recommended literature and colloquium work | 27               |
| Final exam                                         | 5                |
| <b>Total recommended use of time</b>               | <b>200</b>       |

**E-learning**

The e-learning platform It's learning is used by the e-learning centre to administrate the mandatory exercises, and make students able to communicate with each other and the Lecturer. Module sessions are carried out at the beginning of the semester and before exams. The e-learning students are also offered a study guide which is an educational guide to the syllabus.

| Activity                                                                    | Hours |
|-----------------------------------------------------------------------------|-------|
| Lectures during weekend sessions                                            | 8     |
| Reading the compulsory literature                                           | 84    |
| Assignments                                                                 | 42    |
| Lesing av anbefalt tilleggslitteratur og kollokvier                         | 27    |
| Reading recommended literature, assignments and activities at It's Learning | 34    |

|                                      |            |
|--------------------------------------|------------|
| Final exam                           | 5          |
| <b>Total recommended use of time</b> | <b>200</b> |

### **Use of hours**

#### **Coursework requirements**

7 electronic tests will be administered during the term. 5 of these must be approved before the candidate is allowed to take the final exam.

#### **Examination**

A five hour individual written exam concludes the course.

#### **Examination code(s)**

ORG 34021 - Written exam, which accounts for 100% of the grade in ORG 3402  
Organizational Behavior and Leadership, 7,5 ECTS credits.

#### **Examination support materials**

No support materials are permitted.

#### **Re-sit examination**

A re-sit examination is offered every term.

#### **Additional information**