



APPLIES TO ACADEMIC YEAR 2013/2014

## ORG 1211 Organizational Theory and HRM

### Programme

Bachelor of Science in Business (2. year)

### Responsible for the course

Thorvald Hærem, Cecilie Asting

### Department

Department of Leadership and Organizational Behaviour

### Term

According to study plan

### ECTS Credits

7,5

### Language of instruction

Norwegian

### Introduction

Competitive advantage that is difficult for others to copy is the source for better business outcome. This course discusses basic principals for creating effective organizations. It combines organizational theory and Human Resource Management (HRM), acknowledging the fact that competitive advantage is a combination of organizing the business and arranging for best possible performance.

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

- Essential theories and perspectives within Organizational Theory and HRM.
- The most salient and robust research findings within Organizational Theory.

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

### Acquired Knowledge

### Acquired Skills

### Reflection

The students should be able to critically assess organizations' way of organizing and HR practices in light of the most important and robust research findings.

### Prerequisites

ORG 3402 Organizational Behaviour and Leadership or equivalent

### Compulsory reading

#### Books:

Jacobsen, Dag Ingvar og Jan Thorsvik. 2013. Hvordan organisasjoner fungerer. 4. utg. Fagbokforlaget

Kuvaas, Bård og Anders Dysvik. 2012. Lønnsomhet gjennom menneskelige ressurser : evidensbasert HRM. 2. utg. Fagbokforlaget. Kap 1

#### **Articles:**

Lam, A. 2000. Tacit knowledge, organizational learning and societal institutions: an integrated framework. *Organization Studies*. 21(3). 487 - 513

Majchrzak, A., S. L. Jarvenpaa, et al.. 2007. Coordinating Expertise Among Emergent Groups Responding to Disasters. *Organization Science*. 18(1). 147-161

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

#### **Journals:**

Hærem, T. 2012. Informasjonssystemer og rutiner; sementering av prosesser eller en kilde til fleksibilitet og endring?. *Magma*

Jakobsen Filstad, C (2010). 2010. Suksesskriterier for etablering av sterk læringskultur. *Magma*

#### **Other:**

NOU 2012: 14, Rapport fra 22. Juli-kommisjonen. kap 7 <http://www.regjeringen.no/nb/dep/smk/dok/nou-er/2012/nou-2012-14.html?id=697260>

### **Recommended reading**

#### **Course outline**

- Studying organizations
- Organizations as rational systems
- Organizations as natural systems
- Organizations and the environment
- HRM and organizational performance

#### **Computer-based tools**

No specified computer-based tools are required.

### **Learning process and workload**

In order to give the students an opportunity to identify what they have learned, and what they need to improve on, they will be given previous examinations to discuss and give each other feedback on.

The course is structured as seminars, combining lectures with active dialogues. The course will combine text book readings with research articles. The lectures will utilize current business cases to illustrate main points in the literature. There are two mandatory assignments, one case based and one simulation based, which are designed to train the students in application of the theory to real situations.

The aim is to combine lectures with active dialogue. Coupling of textbooks, research articles, and examples are used to illustrate the main theoretical points.

#### **Coursework requirement**

In addition to lectures, the course consists of two compulsory work requirements, a case simulation and assignment with reflections in the wake of the simulation. The coursework provides students with practice in applying theory to real situations. The schedule for the submission and feedback will be given at the start of the course.

Students are responsible for obtaining access to the Internet, and to keep abreast of the content posted on the course website.

Recommended use of hours:

<b>Activity</b>	<b>Use of hours</b>
Participation in lectures and simulation	36
Preparation for the lecture / reading literature	46
Individual study and group work	113
Examination	5
<b>Recommended time in total</b>	<b>200</b>

### **Use of hours**

#### **Coursework requirements**

In order to attend final the exam is a requirement that the student must have participated in the case simulation, as well as delivered and received approval for a reflection paper. See section of Learning Process and time.

#### **Examination**

A five hour individual written examination concludes the course.

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

ORG 12111 . Written examination. Counts for 100 % towards the final grade in ORG 1211 Organizational Theory and HRM - 7,5 credits.

#### **Examination support materials**

None

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

A re-sit examination is offered every term.

Students that have not approved the mandatory exercises must re-take the exercises during the next scheduled course.

Students that have not passed the written examination or who wish to improve their grade must re-take the examination in connection with the next scheduled examination.

#### **Additional information**