



APPLIES TO ACADEMIC YEAR 2016/2017

## ORG 3402 Organizational Behavior and Leadership

### Programme

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

### 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. 2015. Psykologi i organisasjon og ledelse. 5. utg. Fagbokforlaget. Kap. 2-13  
Martinsen, Øyvind L., red. 2015. Perspektiver på ledelse. 4. utg. Gyldendal akademisk. Kap. 2-10, 12, 13, 15-17

### Recommended reading

#### Books:

Martinsen, Øyvind L., red. 2015. Perspektiver på ledelse. 4. utg. Gyldendal akademisk. De kapitler i læreboken "Perspektiver på ledelse" 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. 3 exam relevant questions will be given during the semester. The answers must be submitted electronically and 2 must be approved in order to sit for exam. The answers will form the basis for group discussions and will be discussed during the lectures. Individual feedback will not be given beyond this. More information will be given by the start of the semester. (Spring 2015 3 exam relevant questions will be given during the semester. The answers must be submitted electronically and 2 out of 3 must be approved in order to sit for the examination.

Workload for students

<b>Activity</b>	<b>Hours</b>
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**

In course delivery as online courses or evening classes, will lecturer, in collaboration with the Academic Services Network and evening studies, organize an appropriate combination of digital and class room teaching. Online students are also offered a study guide, which will help progression and overview. Total recommended amount of time for completion of the course also applies here.

#### **Use of hours**

#### **Coursework requirements**

3 exam relevant questions will be given during the semester. The answers must be submitted electronically and 2 out of 3 must be approved in order to take the examination.

#### **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.

Students that have not approved the coursework requirements 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**