



UNIVERSITÀ  
DEGLI STUDI DI MILANO-BICOCCA

## COURSE SYLLABUS

### Organizational Change

2021-2-F8802N021

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#### Learning area

#### Learning objectives

*Knowledge and understanding:* to provide the student general principles of how organizations—in any domain—function and how organizations fail. *Applying knowledge and understanding:* learning to analyse the vulnerability, resilience, and collapse of organizations.

#### Contents

- Organizational change in complex systems;
- Organizational myopia: foresight in organizations;
- Managing the unexpected in organizations;
- Complex decision-making in critical conditions;
- The high reliability organizations.

#### Detailed program

The course, in the first part, analyses the general principles of how organizations—in any domain—function and how organizations fail. The course explores the relationships between the internal structure and functioning of an organization from one side and its economic, physical, cultural ecology on the other side. It intended to provide tools for effective change management programs which capture external opportunities and overcomes negative externalities.

The second part of the course offers an advanced presentation to some relevant aspects of the organizations of XXI century: organizational reliability and management of unexpected in the complex organization. The complex organizations are foundations of our society, and to pursue an aim, these organizations can fall short of expectations. So, the course shall discuss these subjects: the risk and the different theories about the making and the dynamics of organizational accidents in the social complex systems. The course shall discuss the topic of vulnerability, resilience, collapse of organization with particular relevance of three ambits:

- 1) events generated by organizations (man-made disasters);
- 2) events that need of immediate answer by the organizations (natural disaster);
- 3) events that have both these characteristics (for example: the 9/11, that had need public and private answers). One important score of the course is making organizational analysis to understand in what way the organizations favours, manages, and reacts to these events.

## **Prerequisites**

A basic command of sociological of organization theory and methodology and fairly good skills in learning, writing and speaking.

## **Teaching methods**

During the Covid-19 emergency period, lessons will take place remotely asynchronously.

## **Assessment methods**

During the Covid-19 emergency period, oral exams will only be online. The exams will be carried out using the WebEx platform and on the e-learning page of the course there will be a public link for access to the examination of possible virtual spectators.

## **Textbooks and Reading Materials**

- Catino, M. (2014), *Organizational Myopia: Problems of Rationality and Foresight in Organizations*, Cambridge, Cambridge University Press. Paperback edition.

