UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Organizational Change

2122-2-F8802N021

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.

The course is divided in two parts. The first focuses on organizational change, considers organizations active in different domains, and provides general principles of how organizations function and fail. The second part discusses the vulnerability, resilience, and collapse of organizations.

Contents

Organizational change in complex systems; Organizational myopia: foresight in organizations; Managing the unexpected in organizations; 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

Elements of logical reasoning, and knowledge of current events.

Teaching methods

Lectures. Analysis of case-studies. Team-work in the classroom and individual study at home.

Assessment methods

Written examination. Different questions will be provided distinguishing between attending students and non-attending students.

Textbooks and Reading Materials

Attending students

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

Documents and case studies provided by the teacher.

Non-attending students

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

Catino M. (2006), *Da Chernobyl a Linate. Incidenti tecnologici o errori organizzativi?*, Milano: Bruno Mondadori.