



UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Consultancy and Organization Development

2122-2-F5106P017

Learning area

Social Psychology, economic psychology and decision-making.

Learning objectives

Knowledge and understanding

Consulting theories.

Consulting methods.

Process consultation.

Sensemaking.

The ethics of consultation.

Sustainable employability.

Applying knowledge and understanding

Critically read a real organizational structure, in its connections with technical and cultural dimensions.

Connect the knowledge presented during the course into a consistent whole.

Read a causal map (or a flow chart), and recognize them in the real world.

Understand correct organizational policies and propose developmental interventions.

Contents

The course will try to analyze how different consultants can make their contribution to the functioning of organizations, also in relation to how these define their objectives. Starting from the presentation of different consulting approaches, mainly aimed at management, the group, or the organization itself, we will try to read critically the "making" of the consultant. "Intervening" should not be understood here in the sense of increasing efficiency, but rather in that of promoting learning, change and development. In short, in the sense of encouraging awareness of the processes that structure organizational life.

Detailed program

The course will address the following topics:

- "What" are organizations, "what" does it mean to "develop" them?
- The approaches to consulting
- Conflicts in organizations.
- The cognitive space of organizational action as it has traditionally been elaborated in the constructs of "bounded rationality" and "context".
- The process consultation and demand analysis.
- The question of "sense" and "meaning", in order to clarify how for the actors of organized action "thinking" and "doing" can influence each other. Beyond the widespread, but often unrealistic, assumption that "doing" immediately descends from "deliberating", "deciding" and the like.
- The Sustainable employability and its development.

Prerequisites

None

Teaching methods

The course is structured to complement the traditional lectures with participatory didactic tools (discussions, movies, meetings with company witnesses) aimed at both theoretical and practical learning.

Lessons will be held in presence, unless further COVID-19 related restrictions are imposed.

Assessment methods

The learning assessment will be carried out through an oral examination aimed at verifying the knowledge of the main theoretical aspects of the course. The evaluation criteria are as follows: correctness of the answers, *mastery* in using the technical language and, most important, the ability to *argue*, synthesize and create links between topics and *critically* read reality.

Although this course is held in Italian, for Erasmus students, course material can also be available in English, and students can take the exam in English if they wish to do so.

Textbooks and Reading Materials

- 1) Schein E.H. (2001). La consulenza di processo. Raffaello Cortina Editore, Milano.
 - 2) Miglioretti M. (2021). L'occupabilità sostenibile. Edra Edizioni, Milano.
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