



UNIVERSITÀ  
DEGLI STUDI DI MILANO-BICOCCA

## SYLLABUS DEL CORSO

### Consulenza, Intervento e Sviluppo Organizzativo

2223-2-F5701R045

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#### Learning area

Social Psychology, economic psychology and decision-making.

#### Learning objectives

##### *Knowledge and understanding*

Main theories of consultation.  
Consultation methods.  
Process consultation.  
The ethical dimension of consultation.  
Training in the organization: process, main methods and tools.  
Leadership training.  
Training transfer.

##### *Applying knowledge and understanding*

Linking the material presented during the course coherently.  
Preparing for initial meetings with corporate clients and approaching them as constructively as possible.  
Interpreting the organizational setting and its dynamics through multiple lenses in order to design and propose organizational development interventions.  
Gaining practical familiarity with the main face-to-face training tools.  
Thinking of leadership in the organization as a skill that can be developed, and being able to plan leadership training and leadership development initiatives.  
Being able to apply a managerial training method that can support training design.

## Contents

The course will present the fundamentals of organizational consultation, with particular attention to Schein's process consultation model, and training as a means of developing the individual in the organization and the organization as a whole. The focus will be on leadership training.

## Detailed program

- Approaches to consultation
- Process consultation
- The first meeting between consultant and client and the various types of client
- The ethical dimension of consultation
- Training in the organization and the link to learning
- The training process: from needs analysis to training evaluation
- Main face-to-face training methods and tools (e.g., case studies, role playing, use of cinema).
- On-the-job training: the example of mentoring
- Leadership training
- Training transfer

## Prerequisites

No specific prerequisites

## Teaching methods

Teaching will involve classroom lectures on theoretical and methodological subjects, in-class discussions, and individual and group work in the class on cases and exercises assigned by the instructor in order to develop the students' capacity to apply what they have learned.

## Assessment methods

1. Written assignment. Students will be required to present a written assignment in the form of a short lesson for a hypothetical training course at an organization based on one of the articles in the reading list given on the course's e-learning webpage (see the description of the "lesson" in the text by Castagna indicated below in the section headed Textbooks and Reading Materials). The assignment is due before the end of the course or, for non-attending students, at least 10 days before the date of the oral exam for which they have registered so that it can be presented and discussed during the exam. Attending students will prepare the short lesson in groups, while non-attending students will do so individually. The workload that this will involve is similar for both attending and non-attending students, as non-attending individuals will be responsible for the entire presentation, while attending students will have to organize and coordinate the work done by each group member. The written assignment will count for one quarter of the final grade.
2. Oral examination. As the oral exam is intended to assess student achievement of the learning objectives

outlined above, it will center on both theoretical knowledge and the ability to apply it, or to design a real-life application. The exam may cover all the specified reading material (the two textbooks indicated below, plus the articles listed in the e-learning webpage) as well as the written assignment. Attending students will have opportunities to practice on the topics covered in the exam during class. The exam will count for three quarters of the final grade.

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**

Schein E. H. (1999) *Process Consultation Revisited: Building the Helping Relationship*. Addison Wesley, Reading, MA. [Schein E. H. (2016) *La consulenza di processo: come costruire le relazioni d'aiuto e promuovere lo sviluppo organizzativo*. Raffaello Cortina, Milano.]

Castagna M. (2016, XI edizione) *\*Progettare la formazione. Guida metodologica per la progettazione del lavoro in aula*. \*Franco Angeli, Milano.

Information about additional educational materials (i.e., the articles in the reading list) will be posted on the course's e-learning webpage.

## **Sustainable Development Goals**

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