UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

SYLLABUS DEL CORSO

Organizzazione dell'Azienda Internazionale

2324-2-F5701R030

Course title

International Organizations

Topics and course structure

An increasing number of organizations already operate, or intend to operate beyond national borders. The management of internationalization, the process of understanding cultures, and the application of managerial concepts and techniques in a multinational environment is becoming increasingly important. The course aims to provide the tools necessary to tackle the complexity of coordination, management, and development of people and organizations, with a particular focus on decision-making processes related to international management, for building paths of satisfaction and success at the company, team, and individual levels.

The topics covered relate to strategic choices related to internationalization processes, analyzing configurations of organizational structures, coordination processes, and operational systems of human resource management in the international company, and delving into issues related to interaction between different cultures and the consequent reflections on leadership models, management of motivation, and communication from an intercultural perspective.

Experts in training and human resource management will increasingly be required to apply their skills and knowledge within contexts where people of different nationalities are present and where the push to operate in a homogeneous and fair way in different countries must be balanced with attention to local specifics.

From this perspective, taking into account strategic issues related to internationalization processes, the course intends to pay particular attention to deepening the dynamics that emerge from the interaction between cultures; different perceptions and the value of managerial ethics; the importance of understanding local organizational structures, and the way in which appropriate leadership, motivation, and communication can become key factors for the success of an organization in the global competitive arena. These factors, at the same time, represent key elements for the effective functioning of transnational and/or intercultural work teams, as well as the careers of

individuals, in international paths characterized by satisfaction and success.

The didactic intention is therefore to promote an ability to describe the ways in which cultures vary and systematically influence organizations, work groups, and individuals, as well as to recognize cultural variety in a work environment, and to know how to adapt human resource management practices. Furthermore, the course aims to examine the complexity of managing people across borders, in geographically distributed setups, with a particular focus on decision-making processes related to international management in support of the success of both the organization as a whole and the individual people within the organization. From this perspective, also in light of the most recent developments on fair and inclusive management of a diversified and plural organizational population, the course intends to delve into active methods of developing the company as a community, that is, as a context characterized by an active and positive sense of belonging, respecting identities and their intersections and interactions, in order to appreciate and enhance their unique and positive contribution, in an atmosphere of appreciation and respect.

Objectives

With this teaching, with constant and active attendance at lectures and activities related to the course, students will be enabled and able to:

• understand the logic and strategies of business internationalization and more generally the strategies of multinationals
• analyze and design organizational structures for internationalization in coherence and connection, and in support of business strategies
• know the practices of international human resource management and be able to evaluate how to adapt the management and training practices of human resources according to organizational structures and cultural specifics
• promote and facilitate processes of growth and development of people and organizations in international and intercultural perspectives and contexts
• understand the complexity of managing people of different cultures within the same workplace, both in geographically distributed work groups
• identify the causes and address organizational conflicts in different and/or heterogeneous cultural contexts
• focus on the critical success factors at the company, team, and individual levels, in international contexts
• promote an actively inclusive culture that fosters a sense of belonging and develops organizational communities attentive to respectfully enhancing the unique contribution of all identities in their multiple intersections and interactions

Methodologies

The course is predominantly experience-based, in the belief that this can promote real learning and effective acquisition of the proposed content.

The teaching uses lectures, but above all active experiments, group work, individual reflections, short cases, and testimonials that allow exploring in real and simulated organizational contexts the issues related to international human resources.

In particular, the classroom itself gradually becomes a laboratory for experimentation, discovery, and construction of knowledge and meanings, always from the perspective of the proposed content. Respecting the needs of everyone, if and when possible, participation in person is encouraged, as it represents a collective learning opportunity, not reproducible solely through individual study of texts and content.

Online and offline teaching materials

Upon participants' request, additional supplementary articles (also in English) can be made available. If needed, these texts can be requested from the teacher, but they will not represent additional and mandatory educational material for the exam.

Programme and references

• Block Peter, Community, la struttura dell’appartenenza, Ayros, Milano, 2021, pp.256 ISBN: 979-12-80359-10-0
• Meyer Erin, La mappa delle Culture, Roi Edizioni, Milano, 2021, pp. 224
ISBN: 978-88-36200-41-2
• Mee-Yan Cheung-Judge, Linda Holbeche,
Organization Development,cambiare il mondo un'organizzazione alla volta, Ayros, Milano, 2023, pp. 576 (The chapters to be studied will be indicated during the lessons and at the end of the course for non-attending students.)
ISBN: 979-12-80359-20-9

Assessment methods

For attending students, the evaluation is composed of:
• Intermediate deliveries to be carried out in groups and an individual work
• Oral exam at the end of the course

For non-attending students, the preparation of a paper/project-work and an oral exam is foreseen. Detailed information about the paper/project-work will be available at the end of the lessons.

The evaluation will be based, in general, on:

- Knowledge and understanding of theoretical and operational models.
- Analytical skills of business realities, work groups, and individual paths in light of theoretical models.
- Ability to solve complex organizational problems, considering the countries in which organizations operate, the company size, and the type of personnel to manage.

Additional factors of evaluation for attending students will also include:

- Active, curious, and critical participation in lessons
- Constructive and collaborative contribution to group work
- Particularly, it should be kept in mind that a significant part of the evaluation for attending students is based on group work, as will be detailed during the first lesson of the course.

Office hours

The student reception is usually held on a weekly basis. The details of the schedule will be available on the e-learning platform after the start of the lectures.

The reception time and day may undergo changes (in exceptional situations) even close to the scheduled date. Therefore, students are advised to always recheck the notices published by the teacher before showing up.
With the aim of fostering an open and active dialogue and discussion to support learning, the teacher remains available to the students of the course even outside office hours, inviting them not to hesitate to contact him if necessary.

Programme validity

The programs are valid for two academic years.

Course tutors and assistants

Sustainable Development Goals

QUALITY EDUCATION | GENDER EQUALITY | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE | REDUCED INEQUALITIES | RESPONSIBLE CONSUMPTION AND PRODUCTION