UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Organization - 1

2425-1-E3303M002-T1

Learning objectives

The course explores the research field of business organisation studies with the aim of developing the participant's ability to understand the role requests they receive in their workplaces, and to respond by identifying and implementing the most appropriate behaviours.
We will then explore in depth the models and tools dedicated to the analysis of individual behaviour in organisations, to understanding of the ways in which they interact in groups, to the evalutaion of the effects in different organizational contexts (both in the formal dimension of thee structures and human resource management systems , as well as in the informality of organizational cultures).
The extensive use of active and experiential teaching methods will also favor the development of organizational skills and competecies and the participant's ability to behave effectively in different situations.

Contents

The course develops knowledge and skills that help understanding the behavioural demands in a given organisational context, and how to respond to them effectively. After passing the exam, students will be able to:

KNOWLEDGE AND UNDERSTANDING

- To identify the antecedents and the consequences of behavior at the individual level;
- To enlits and describe tools and dimensions for analyzing the differences between individuals in organizational contexts;
- To distinguish the factors and processes that influence work motivation;
- To describe and evaluate different approaches to individual and group decision making;
- To represent the evolutionary dynamics of the functioning of work groups;
- To recognize the tools and dimensions of analysis of organizational structures, human resource management systems and organisational cultures;
- To address organisational change processes.

ABILITY TO APPLY KNOWLEDGE AND UNDERSTANDING

- To comparce different individuals and evaluate their suitability for organizational roles and contexts;
- To diagnose and resolve motivational problems;
- To make decisions alone and with others;
- To contribute to the formation and development of working groups;
- To analyze formal and informal dimensions of organizational contexts.

AUTONOMY OF JUDGMENT

- To discuss the pros and cons of different possible solutions to organizational problems;
- To formulate owns' opinions independently and be able to argue effectively about them with colleagues;
- To critically apply the contents learned in one's work experiences in a personal development project.

COMMUNICATION SKILLS

- To modulate appropriate communication registers in the relationships with colleagues, superiors, collaborators and customers;
- To take a stand and practice active listening in groups;
- To use emotional intelligence and assertiveness when needed.

LEARNING ABILITY
To go on in self-training of organisational skills, if necessary, by identifying the most appropriate resources to supoort this process.

Consistency with the cultural, scientific and professional profiles formed in the Degree Program
This course provides future specialists in the analysis of economic systems and markets, in research and data analysis and in business management functions with the skills they need to effectively operate in modern organisations and effectively integrate into work groups.
Furthermore, it offers fundamental disciplinary knowledge and skills to future specialists in the organization and management of human resources. In this regard, particular attention will be paid in the course to human resources management tools, to analysis of organizational structures and processes and the measurement of organizational climates.

Detailed program

Foundations of business organization studies: areas of investigation, theoretical paradigms and research methods.

The antecedents of individual behavior
Individual Differences: Personality, Values and Skills;
Motivational factors and processes;
Individual decision-making.

Inetrpersonal and group behavior
Group structures and dynamics;
Group properties: roles, norms, status, size, cohesion and diversity;
Group decision-making;
Workteams.

Organizational analysis
Organisational structures and processes;
HR policies and practices;

Organisational culture;
Organisational change.

Prerequisites

None.

Teaching methods

- Six 2-hours lessons based on frontal teaching, also with the support of short guided discussions, interactive questionnaires or short illustrative videos;
- Twelve 3-hours lessons following this structure:
  a) frontal teaching to introduce the concepts that will be developed in the in class-experiences and to prepare he students for them;
  b) interactive part based on the discussion of cases and incidents or on the carrying out of exercises, simulations and role-playing games;
  c) final part aimed at a retrospective analysis of the experiences and their reconceptualization by recalling some elements of the theoretical framework.
  After a lesson, students may be asked to carry out various preparatory activities for the contents that will be taught in the next one.

Assessment methods

In this compact 48-hour course there are no ongoing tests: the evaluation of the students is therefore entrusted solely to the final test which takes place in the same way for attending and non-attending students.

Attending the course is not mandatory but strongly encouraged. In the summer session which concludes the course only, those who have actively participated can ask to be examined through specific tests based on the teaching carried out in the classroom. These tests are structured in two parts.
The first involves multiple choice and true/false questions to evaluate the knowledge transmitted during the course and summarized in the first point of the "Synthetic contents" section of this syllabus. Some questions in this part will also evaluate the application of knowledge to simplified and well-defined problems as they were carried out during the lessons.
The second part is based on semi-structured open questions, and is aimed above all at evaluating the ability to apply knowledge and the autonomy of judgment in the resolution of more complex situations similar to others faced in classroom teaching, in particular in experiential component.

NON-ATTENDING students and all students starting from the September session will be examined through tests with the same two-parts structure.
In the first, always based on structured tests, knowledge will be assessed as deducible from the rigorous study of the textbook and other materials specifically indicated in the course bibliography.
While in the second, again based on semi-structured open questions, the ability to apply knowledge and the autonomy of judgment will be assessed in solving situations that are similar to what is reported in the textbook and in the other materials indicated in the bibliography.

Textbooks and Reading Materials

Robbins, S.P., Judge, T.A. (2018). Organizational Behavior. Global edition. Pearson, New York. Chp. 1-4-5-6-7-8-9-14-15 and 16

Two supplementary readings:

- Introduction to business organization;
- Organizational structures
  made available through the course e-learning pages.

NB The chapters of the Robbins' et al. book that will not be covered in this course will be the subject of the advanced Organizational Behavior course in the third year of the ECODAM program. The same textbook will then support this course.

Semester

Second semester (first year).

Teaching language

Italian.

Sustainable Development Goals

DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE