UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Organizzazione Aziendale - 2

2526-3-E1802M161-E1802M162M-T2

Learning objectives

The course develops the ability to analyze an organizational context by recognizing the role expectations associated with different positions, assessing how well these roles align with the needs arising from strategic and managerial objectives, and implementing appropriate change actions when facing critical issues or dysfunctions.
At the end of the course, students will be able to:

1. Understand and compare the characteristics, conditions of adoption, strengths, and limitations of different organizational structures;
2. Apply organizational design principles across various business and public administration contexts;
3. Identify the change needs required in a given situation and plan appropriate interventions;
4. Communicate with managers, experts, and professionals using accurate organizational terminology;
5. Independently acquire further knowledge necessary to understand and apply future innovations in the organizational field.

They will also be able to better understand behavioral expectations in their professional environments and respond appropriately, thanks in part to the extensive use of active and experiential learning.

With specific reference to the Dublin Descriptors, after passing the exam, students will be able to:

KNOWLEDGE AND UNDERSTANDING

Understand organizational systems used in companies (structures and coordination mechanisms) and how to design them;

Understand the relationships between internal units and the external environment (open systems, environmental enactment, and network organizations).

APPLYING KNOWLEDGE AND UNDERSTANDING

Intervene effectively in addressing organizational dysfunctions.

MAKING JUDGEMENTS

Gather, process, analyze, and interpret data and information to evaluate the effectiveness and efficiency of an organizational structure.

COMMUNICATION SKILLS

Communicate information, ideas, problems, and solutions effectively and with appropriate language in organizational contexts.

LEARNING SKILLS

Continue self-directed learning in the organizational field as needed, independently identifying the most suitable resources.

Contents

Development of knowledge and skills in organizational design and change analysis.

Detailed program

Organizational Capabilities
The Foundations of Business Organization:
Fields of inquiry, theoretical paradigms, and research methods.
The development of organizational theories up to the structural contingency paradigm.
The relationship between the environment and the organization: closed systems and open systems.

Antecedents of Individual Behavior:
Individual differences: personality, values, and competencies.
Motivation: factors and processes.
Decision-making.

Group Behavior:
Structures and evolving dynamics of groups.
Group decision-making.

Organizational Analysis:
Strategic development of the organization: the strategy-structure paradigm.
Designing the macrostructure.
Meso-level design: boundaries between organizational units and coordination mechanisms.
Job design.
Human resource management policies.
Organizational culture.
Organizational change.

From Organization to Environment:
Designing organizational boundaries.

Organizational networks.
Environmental enactment.

Prerequisites

RAGIONERIA GENERALE ED APPLICATA (E1807M013)

Teaching methods

11 three-hour lessons, typically delivered two-thirds through lecture-based teaching (DE) and one-third through interactive teaching (DI), supported by short guided discussions, questionnaires, case analyses, exercises, role playing, and similar activities;

9 one-hour distance learning lessons delivered through asynchronous video lectures.

Between sessions, students may be assigned various preparatory activities related to the content of the upcoming lesson.

Assessment methods

In this compact 42-hour course, there are no mid-term assessments: student evaluation is therefore based solely on the final exam, which is conducted in the same format for both attending and non-attending students.

Attendance is not mandatory but is strongly encouraged. The exam is written.

During the summer session only, which takes place immediately after the end of the course, students who have actively participated may request to be assessed through specific tests focused on the content delivered in class. These tests are divided into two parts:

The first part consists of structured tests designed to assess the knowledge transmitted during the course. Some questions may also evaluate the application of this knowledge to simplified and well-defined problems, consistent with those addressed in class.

The second part includes semi-structured open-ended questions aimed primarily at assessing students' ability to apply knowledge and exercise independent judgment in solving more complex situations similar to those tackled during classroom activities, especially in the experiential component.

Non-attending students and all students from the September exam session onward will be assessed using tests with the same two-part structure.

The first part, based on structured tests, will evaluate knowledge as derived from thorough study of the textbook and other materials explicitly listed in the course bibliography.

The second part, based on semi-structured open-ended questions, will assess students' ability to apply knowledge and exercise independent judgment in solving situations similar to the cases and experiences described in the textbook and other reference materials.

Textbooks and Reading Materials

Daft, R. L. (2021). Organizzazione aziendale (7ª ed. it.). Maggioli. Capitoli 1-3-4-5-8-9-10-11-12

Semester

Second semester

Teaching language

Italian

Sustainable Development Goals

DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE | REDUCED INEQUALITIES