UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Company Organization

2526-2-E1805M011

Learning objectives

The course aims to develop the analytical skills needed to understand an organisational context by recognising role requests towards different job holders, evaluating how much its design satisfies the needs dictated by strategic and management objectives and intervening with appropriate change actions to resolve critical issues or dysfunctions.
At the end of the course, students will be able to:

1. Understand and compare characteristics, conditions for adoption, strengths and limitations of different organisational structures;
2. Apply the principles of organisational structure design in different business or public administration contexts.
3. Identify the change needs in a given situation and prepare the appropriate interventions.
4. Communicate with managers, experts and professionals using a correct organisational vocabulary.
5. Independently acquire the additional knowledge necessary to understand and apply future innovations in the organisational field.
   Students will also be able to better understand the behavioural requests they receive in the contexts in which they operate, identifying the most appropriate responses, and this also through the extensive use of active and experiential teaching methods.

With more specific reference to the Dublin descriptors, after passing the exam, students will be able to:
1. KNOWLEDGE AND UNDERSTANDING:

- Knowing organisational systems for companies and public administrations (structures and coordination mechanisms) and their design
- Knowing the relationships between internal units and the external environment (open systems, environmental enactment and network organisations forms)
  APPLYING KNOWLEDGE AND UNDERSTANDING
- Being able to solve organisational problems
  MAKING JUDGMENTS
- Knowing how to collect, process, analyse and interpret data and information to evaluate the effectiveness and efficiency of an organisational structure

COMMUNICATION SKILLS

- Being able to effectively communicate information, ideas, problems and solutions using an appropriate language

LEARNING SKILLS

- Continue organisational self-training when necessary, by independently finding the most suitable resources to do so.

Contents

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

Detailed program

Organizational capabilities
Foundations of business organization studies: areas of investigation, theoretical paradigms and research methods.
The evolution of organizational theories up to the paradigm of structural contingencies
The relationship between environment and organization: closed systems and open systems

The antecedents of individual behaviour
Individual Differences: personality, values and skills;
Motivational factors and processes;
Decision-making.

Interpersonal and group behaviour
Group structures and dynamics.
Group decision-making.

Organisational analysis
Strategic organisation development: the Strategy-Structure paradigm.
Designing organisational structures.
Meso design: boundaries between organisational units and coordination mechanisms.
Job design.
HR policies and practices.
Organisational culture.
Organisational change.

From organisation to environment
Designing organisational boundaries.

Prerequisites

None.

Teaching methods

- Eight 3-hours remote lessons based on frontal teaching, also with the support of short guided discussions, interactive questionnaires, short illustrative videos and so forth;
- Six 2-hours in class 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 36-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. 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 spring 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

Semester

First semester (second year).

Teaching language

Italian.

Sustainable Development Goals

DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE