UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Theory and Techniques of Interviews in Organizations

2526-1-F5703R011

Course title

Theory and techniques of interviewing in organizations

Topics and course structure

The idea to define a space and time, a context and modality, in order to converse profitably with one or more people rarely emerges in the minds of many. In every context of life, and of professional and working life in particular, being present is fundamental but not sufficient: those who hold responsibility, at some level, for events and relational situations must be able to offer targeted and protected meeting opportunities to their interlocutors.
The interview is the most widely used method in all sectors both in the panorama of applied psychology and in the varied world of work and organizations. It is a form of configured, structured dialogue that requires numerous skills (organizational, communicative, relational, cognitive, emotional) in its conduct, and which is aimed at knowing the person in front of you, even if in the limited and fleeting space-time of a meeting.
Hence the need, which this course supports, to place at the center of the training path the acquisition and enhancement of all those skills necessary for conducting an interview: ample space will be dedicated to work on communication skills (both verbal and non-verbal), cognitive (construction and sharing of meanings, processes of categorization of experience, etc.), emotional (from coping to emotional competence) and organizational (conducting styles, leadership, etc.).
During the lessons, students will have the opportunity to experience (both through the observation of methods and techniques used by expert conductors in video-recorded interviews, and through role playing and simulations in the classroom) different formats of the interview: from the counseling interview to the hiring interview, to the group interview (focus group), with a constant dialogue between models, constructs, reference theories, methodological aspects (how to conduct an interview) and application techniques (what to do during the conduction).

Objectives

The course aims to develop the following learning in terms of knowledge and skills:

1. Knowledge and skills:

- knowledge of the main theories and explanatory models of organizational interview;
- knowledge of the methodologies and analysis tools of organizational interview;
- knowledge of the fundamental criteria for designing training interventions of organizational processes based on the management of interpersonal comparison space.

2. Application of knowledge and understanding:

- knowing how to identify and analyze the phenomena and problems of managing interpersonal confrontation space in the organizational context;
- knowing how to design training interventions to deal with problems of managing interpersonal confrontation space in the organizational context.

3. Autonomy of judgment:

– capacity for analysis, synthesis, and critical thinking;

– develop original reflections and projects in response to the needs of work contexts.

4. Communication skills:

- empowerment of soft skills (in particular, communication skills and emotional intelligence);
- development of the ability to relate and effectively communicate the knowledge acquired both to professional partners in the training and organizational field (colleagues, managers, clients, administrators, etc.), and to non-professional partners (users, families, widespread society).

5. Learning ability:

– ability to rework and organize knowledge;

– ability to use personal methods of self-promotion and tools to support one's professional growth;

– reflective and metacognitive skills to monitor the adequacy of one's knowledge and skills and identify any areas that require further study.

Methodologies

The course consists of 19 lessons (18 lessons of three hours and 1 of two hours, for a total of 56 hours of lessons), and includes didactic activities such as frontal lessons and interactive teaching activities such as participatory lessons.

During classroom work, role playing activities, dialogue, discussion and small group exercises will be used to promote communication, planning and problem solving skills.
Speeches from guests from the world of corporate training are also expected.
Most of the lessons include interactive moments in large and small groups, individual work in the classroom and delivery moments. Indicatively, it is estimated that for each lesson a percentage of about 70% of interactive teaching and 30% of delivery teaching will be provided
Where available, the teaching material will be uploaded to the e-learning platform.

Online and offline teaching materials

Materials, resources and tools will be available on the course's e-learning platform.

Both attending and non-attending students are advised to register to also access the in-depth material.

Programme and references

Castiello D'Antonio, A. (2015). Interviste e colloqui nelle organizzazioni. Metodi per un dialogo efficace nei contesti organizzativi e istituzionali. Milano: Cortina (Chapters 6-22).

Anolli, L. (2011). La sfida della mente multiculturale. Nuove forme di convivenza. Milano: Cortina. (Chapters: 1, 2, 4, 5, 6, 8, 9, 11, 12, 13).

Marchioni, I., Moretti M., Tossici G., (2024). "Il Valore non ha età. Persone e organizzazioni oltre il divario generazionale". Milano: Egea. (Chapters 2, 3, 6).

Students who don't speak Italian can agree with the teacher an Engish bibliography.

Assessment methods

Written examination with 3 open questions. The test will verify the ability to re-elaborate and organize knowledge, as well as reflective and metacognitive skills to monitor the adequacy of knowledge. The test will last 2 hours.

During the course 4 activities will be performed by the students in order to empower communicative skills and emotional intelligence. Such activities will grant up to 4 points that will be added to written and oral examination score. For students who cannot attend the course in presence, the activities will be available on the course web page.

Office hours

Fixed by mail at: valentino.zurloni@unimib.it

Programme validity

Two years.

Course tutors and assistants

Sustainable Development Goals

GOOD HEALTH AND WELL-BEING | QUALITY EDUCATION