UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

SYLLABUS DEL CORSO

Comportamento Organizzativo

2627-3-E3303M020-E3303M022M

Learning objectives

The course examines how individuals and groups behave within organisations and how organisational structures, cultures, and managerial practices influence attitudes, emotions, motivation, relationships, and performance. Particular attention will be paid to the three main levels of analysis in organisational behaviour: the individual, the group, and the organisation.

Students will acquire the conceptual and analytical tools required to understand workplace behaviour, interpret organisational situations, and critically evaluate managerial decisions. They will learn to analyse how individual characteristics, interpersonal relations, communication processes, leadership practices, power dynamics, and organisational contexts contribute to cooperation, conflict, employee well-being, and organisational effectiveness.

The course also aims to develop students' ability to apply theoretical concepts to concrete organisational situations. Through discussions, case studies, and classroom activities, students will be encouraged to formulate reasoned interpretations, compare alternative explanations, and propose appropriate managerial interventions.

In addition, the course seeks to strengthen students' critical-thinking, communication, teamwork, and problem-solving skills, enabling them to articulate and defend a theoretically informed position in both academic and professional contexts.

Contents

The course introduces the main concepts and perspectives of Organisational Behaviour, understood as the interdisciplinary study of attitudes, emotions, and behaviours in the workplace.

It examines organisational phenomena at three interconnected levels:

- the individual level, including personality, perceptions, attitudes, emotions, motivation, and stress;

- the group level, including interpersonal communication, teamwork, leadership, conflict, negotiation, power, and politics;
- the organisational level, including culture, structures, management systems, and processes of organisational change.

The course combines insights from psychology, sociology, management, and organisational studies. It explores how organisational behaviour theories can help managers and professionals understand workplace dynamics, improve cooperation, support employee motivation and well-being, and contribute to organisational performance and innovation.

Contemporary organisational challenges will also be addressed, including digitalisation, remote and hybrid work, diversity and inclusion, work–life balance, artificial intelligence, automation, sustainability, and corporate social responsibility.

Detailed program

** Module 1 – Foundations of Organisational Behaviour**

This module introduces Organisational Behaviour as a field of study and explains its relevance for understanding contemporary workplaces. Students will examine the main disciplinary foundations of the field and the relationships between individual behaviour, group dynamics, and organisational systems.

The module also introduces the concept of the organisation as a social and managerial context in which people interpret situations, construct relationships, pursue goals, and negotiate interests.

Topics include:

- Definition and scope of Organisational Behaviour
- The interdisciplinary foundations of the field
- The individual, group, and organisational levels of analysis
- The relationship between people, organisational structures, and management systems
- Organisational behaviour, performance, and innovation
- The practical relevance of Organisational Behaviour for managers and professionals

Module 2 – Individual Differences, Attitudes, and Job Satisfaction

This module focuses on how individuals perceive and experience their work. It examines the role of attitudes in shaping workplace behaviour and analyses the main determinants and consequences of job satisfaction.

Students will consider how perceptions of pay, professional development, workplace relationships, recognition, and work–life balance affect employee motivation, commitment, absenteeism, and intention to leave.

Topics include:

- Individual differences and workplace behaviour
- Attitudes and their behavioural consequences
- Job satisfaction and dissatisfaction
- Organisational commitment and employee engagement
- Motivation, performance, absenteeism, and turnover
- The relationship between job characteristics and employee well-being

** Module 3 – Emotions, Moods, and Emotional Dynamics at Work**

This module examines the role of emotions and moods in organisational life. Students will explore the distinction between short-term emotional reactions and more diffuse and enduring moods, as well as their influence on judgement, motivation, decision-making, creativity, and interpersonal relationships.

Particular attention will be paid to emotional regulation, emotional labour, and the managerial implications of workplace emotions.

Topics include:

- Emotions and moods in organisational settings
- Emotional reactions and workplace events
- The influence of emotions on decision-making
- Positive emotions, creativity, and cooperation
- Emotional regulation and emotional labour
- Emotional intelligence and interpersonal effectiveness
- Emotions, leadership, and organisational climate

Module 4 – Interpersonal Communication and Organisational Relationships

This module analyses communication as a process through which people exchange information, ideas, interpretations, and emotions.

Students will examine verbal, non-verbal, paraverbal, formal, informal, and digital communication. They will also explore how communication contributes to coordination, trust, cooperation, leadership, and conflict management.

Topics include:

- The interpersonal communication process
- Verbal, non-verbal, and paraverbal communication
- Formal and informal organisational communication
- Communication channels and digital communication
- Listening, feedback, and mutual understanding
- Communication barriers, noise, stereotypes, and biases
- Communication, trust, teamwork, and organisational effectiveness

Module 5 – Leadership and Influence in Organisations

This module introduces the main classical and contemporary theories of leadership. Leadership will be examined as a process through which individuals influence others, communicate a direction, support cooperation, and facilitate the achievement of shared objectives.

Students will compare different leadership styles and consider how leadership effectiveness depends on followers, tasks, situations, organisational cultures, and broader institutional contexts.

Topics include:

- Definitions of leadership
- Leadership and management
- Authoritarian, democratic, and laissez-faire leadership
- Trait and behavioural approaches
- Contingency and situational theories
- Transformational and transactional leadership
- Authentic, ethical, and distributed leadership
- Leadership, motivation, vision, and employee development
- Leadership in remote and hybrid working environments

Module 6 – Power, Politics, and Organisational Life

This module examines organisations as arenas in which individuals and groups possess different interests, resources, and opportunities to influence decisions.

Students will analyse the main sources of organisational power and consider how power can be exercised formally or informally. Organisational politics will be discussed both as a potentially dysfunctional phenomenon and as an unavoidable component of negotiation, coalition-building, and decision-making.

Topics include:

- Definitions of power and influence
- Legitimate, coercive, reward, expert, and referent power
- Formal and informal sources of power
- Dependence and control of organisational resources
- Organisational politics and political behaviour
- Coalitions, alliances, and informal networks
- Favouritism, exclusion, and misuse of power
- Ethical and responsible uses of organisational power

Module 7 – Conflict and Negotiation

This module explores the origins, forms, and consequences of conflict in organisations. Conflict will not be treated exclusively as a negative phenomenon, but as a process that may either damage relationships and performance or stimulate critical discussion, learning, and innovation.

Students will examine different approaches to conflict management and compare distributive and integrative negotiation strategies.

Topics include:

- Definitions and sources of organisational conflict
- Intrapersonal, interpersonal, intragroup, and intergroup conflict
- Task, relationship, and process conflict
- Functional and dysfunctional consequences of conflict
- Conflict-management styles
- The negotiation process
- Distributive negotiation and win–lose outcomes
- Integrative negotiation and win–win solutions
- Communication, trust, and power in negotiation

** Module 8 – Occupational Stress, Well-Being, and Work–Life Balance**

This module examines occupational stress as the outcome of a perceived imbalance between workplace demands and the resources available to individuals.

Students will analyse the main organisational stressors and their effects on employee health, motivation, behaviour, and performance. Both individual and organisational strategies for preventing and managing stress will be discussed.

Topics include:

- Definitions and models of occupational stress
- Job demands and individual and organisational resources
- Workload, deadlines, and time pressure

- Role ambiguity and role conflict
- Interpersonal conflict and lack of organisational support
- Stress, performance, health, and burnout
- Time management, physical activity, and mindfulness
- Social support and psychological safety
- Organisational policies for employee well-being
- Work–life balance and sustainable working practices

** Module 9 – Contemporary Challenges in Organisational Behaviour**

The final module applies the concepts introduced during the course to current transformations in work and organisations.

Students will critically examine how technological, social, and environmental changes are reshaping organisational behaviour, managerial responsibilities, employee experiences, and employment relationships.

Topics include:

- Digitalisation and organisational transformation
- Remote and hybrid work
- Digital communication and virtual collaboration
- Diversity, equity, and inclusion
- Employee well-being and quality of working life
- Artificial intelligence and automation
- Algorithmic management and employee autonomy
- Sustainability and corporate social responsibility
- Changing expectations concerning leadership and management
- The future of work and organisational relationships

Prerequisites

A general familiarity with basic concepts in management, psychology, sociology, or the social sciences may be beneficial, but it is not required. Students from different disciplinary backgrounds are welcome.

Students are expected to engage with theoretical concepts, participate in classroom discussions, and analyse organisational cases. No prior professional or managerial experience is necessary.

An interest in people, organisations, workplace relationships, leadership, employee well-being, and contemporary transformations of work is recommended.

Teaching methods

The course combines different teaching methods in order to promote theoretical understanding, critical reflection, and practical application.

Teaching activities include:

- traditional lectures;
- interactive discussions;

- analysis of organisational cases;
- individual and group exercises;
- guided reading of academic and professional texts;
- simulations and role-playing activities;
- group presentations;
- guest lectures by academics and organisational professionals.

Classroom activities are based on active participation and dialogue. Students will be encouraged to connect theoretical concepts to their own observations and experiences of organisational life.

Case studies and practical exercises will be used to analyse situations involving motivation, communication, leadership, power, conflict, negotiation, stress, and organisational change.

Collaborative activities will support the development of teamwork, listening, argumentation, and problem-solving skills.

Assessment methods

Assessment will be continuous and based on active participation throughout the course.

Students will be evaluated through a combination of short written assignments, case study analyses, individual and group exercises, and in-class presentations. Particular emphasis will be placed on the ability to understand organisational behaviour theories and apply them to concrete workplace situations.

Frequent assessments will be conducted through classroom discussions and individual in-depth explorations developed during the lessons. These activities will encourage students to reflect critically on issues such as motivation, leadership, communication, power, conflict, negotiation, and employee well-being.

Students may also be asked to analyse organisational cases, identify the relevant theoretical concepts, formulate a diagnosis, and propose appropriate managerial interventions.

These assessment methods are specifically designed for **attending students**. Regular attendance is therefore strongly recommended, as participation in classroom discussions, exercises, and group activities represents an essential component of the learning and assessment process.

For **non-attending students**, a dedicated reading list and detailed bibliographical guidelines for exam preparation will be provided at the end of the course.

For any questions or further information, students may contact the lecturer at [adriano.solidoro@unimib.it]

Textbooks and Reading Materials

The main textbook is:

Stephen P. Robbins, Timothy A. Judge and Domenico Bodega, *Comportamento organizzativo. Conoscere e sviluppare competenze organizzative*, 18th edition, Pearson.

The course will focus particularly on Chapters 1, 2, 3, 10, 11, 12, 13, and 16, as indicated in the teaching materials.

Additional materials may include:

- selected academic articles and book chapters;
- organisational case studies;
- reports on work, employment, leadership, and employee well-being;
- professional and institutional publications;
- podcasts and expert interviews;
- video materials and documentaries;
- newspaper and magazine articles concerning contemporary workplaces.

Supplementary materials will cover topics such as digitalisation, remote work, artificial intelligence, diversity and inclusion, occupational well-being, sustainability, and organisational change.

All required and recommended materials will be made available through the course platform or the university library.

Semester

First Semester.

Teaching language

Italian

Sustainable Development Goals

NO POVERTY | GOOD HEALTH AND WELL-BEING | GENDER EQUALITY | DECENT WORK AND ECONOMIC GROWTH | REDUCED INEQUALITIES | PEACE, JUSTICE AND STRONG INSTITUTIONS