UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Theory and Techniques of Interviews in Organizations

2627-1-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:

- Techniques, tools, and procedures for organizational analysis;
- Methodologies for managing organizational change processes;
- Planning and evaluation techniques for educational objectives within corporate organizations;
- Qualitative and quantitative research methods applied to the adult condition from a psychopedagogical, psychological, and historical perspective.

2. Application of knowledge and understanding:

- Personnel assessment in selection, training, and organizational development processes;
- Analysis of continuous training and lifelong learning needs, linked to employment dynamics and individual needs.

3. Autonomy of judgment:

- Ability to analyze the specific features of both the organizational context of intervention and the broader socio-economic context;
- Ability to identify professional needs in order to set up, design, and operationally supervise a coherent and impactful training action aimed at the professional and personal development of individuals.

4. Communication skills:

- Ability to relate to organizational operators from different sectors;
- Ability to adopt specialized organizational language and establish oneself as an expert interlocutor in learning dynamics aimed at the creation and lifelong development of competences;
- Ability to relate to non-specialist stakeholders as well, adopting a language and communication style appropriate to the audience, in order to promote a full understanding of the challenges and objectives pursued through the sponsored training activities.

5. Learning ability:

- Ability to use tools to support their lifelong professional growth;
- Development of a personal approach and method aimed at the constant self-promotion of one's own training and professional growth.

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