UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Organization

2627-1-E3305M005

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: Issues, Theoretical Paradigms, and Research Methods
The Early Development of Organizational Theories: Classical and Contingency Theories
Designing Organizational Structures

Relationships Between Environment and Organization
Organizational Adaptation to Environmental Complexity and Dynamism
Interorganizational Relationships: Ecosystems and Collaborative Networks
Resource Dependence, Population Ecology, Institutionalism

Internal Design
Manufacturing and Service Technologies
Interdependencies and Workflows
Digital Organizations and Big Data
Social Network Analysis
Organization Size and Life Cycle

Organizational Processes
Organizational Culture
Change and Innovation

Prerequisites

None

Teaching methods

- Twenty four 2-hours lessons based on frontal teaching (2/3 or the time on average), also with the support of short guided discussions, questionnaires, case analysis, exercises, role playings and so forth;
  Students may be required to carry out various activities in preparation for in-class lessons.

Assessment methods

In this compact 48-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.
Exam is written.

Only in the summer sessions (June and July) which are right after the course ending, 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 interlinked 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.

Textbooks and Reading Materials

Daft, R. L. (2020). Organization theory & design (13th ed.). Cengage Learning. Chapters 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