UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Organization - 1

2627-1-E3305M005-T1

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

Knowledge and skills in organizational design and change management.

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 (first year).

Teaching language

Italian.

Sustainable Development Goals

DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE