



Course of Organization Design (Organizzazione Aziendale) – Academic Year 2023-2024 (Prof. Mauro Gatti) (6 and 9 credits)

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Course Information

Name: Organization Design (Organizzazione Aziendale)

Code: 1017193-4

Italian Scientific Sector: SECS-P10

Degree Course: Scienze Aziendali L-18 (Bachelor Degree – Laurea Triennale)

Language (exam included): Italian

The course of Organization Design (Organizzazione Aziendale, 6 and 9 Credits) aims to provide students with the basic knowledge required for analyzing, understanding and dealing with the main organizational problems that characterize the modern firm, as well as a wide range of useful tools for their resolution.

In particular, the in-depth analysis of the issues related to organizational behavior and organizational design makes it possible to examine the characteristics of the design and the implementation of the organizational form at the micro, meso and macro level, up to the network that connects the focal enterprise to other organizations in the external environment.

This process helps to understand the fundamental variables of the organization design, on which managers can lever on to improve the firm's performance, enabling it to achieve a competitive advantage over its competitors.

Moreover, the analysis of the relationships and interdependencies that characterize the abovementioned variables allows to obtain a systemic view of the complex connections between the organization, the strategy and the environment.

1 Training Aims

1.1 General Aims

The course mainly aims to transfer students analytical knowledge on how to recognize, face and solve organizational problems that manifest at different organizational levels – from individual and group/unit level up to the design of the entire organizational structure and interorganizational networks – categorizing them in an overall model that allows to frame the relationships between organizational, environmental, strategic and operational variables, and their connection with the business firm's performance.

This goal will be pursued through the adoption of an appropriate mix of lectures, individual jobs, group exercises, and organizational experts' lectures.

1.2 Specific Aims

1.2.1 Knowledge and understanding.

At the end of the course, students will be able to recognize and deal with organizational problems, having a wide background on the main organizational theories and the principles for their solution, also thanks to models and tools applicable to specific problems in the field of organizational design.

This knowledge will be acquired by adopting a multi-level perspective (micro-meso-macro-meta-organizational), aimed at understanding systemic relationships starting from the organization of work at the micro (individual) and meso levels (groups / organizational units), making it possible to investigate emerging properties related to the entire organization (macro level) and business aggregations (meta level), as well as their impact on the firm's performance.

Furthermore, the understanding of the links between environmental, strategic and organizational variables allows to analyze and solve problems related to the different strategic profiles and the various phases of the life cycle of companies, in search for consistency between these variables, the emerging organizational forms, and the general economic equilibrium conditions of the firm.

1.2.2 Applying knowledge and understanding.

Through the individual and group work, students will be able not only to understand the origin, nature and typologies of the various organizational problems, but also to elaborate shared solutions by using techniques, models and analysis tools learned during lectures.

The presentation by the students of the results of the group work will allow them to develop reflection and argumentation abilities, together with the ability to exchange, share and display the results achieved.

Finally, Lectures held by organizational experts from leading business organizations and the discussion of the related topics with the students, will allow to corroborate - also with practical feedbacks, the ability to apply the techniques and the results achieved by students themselves, and let them learn from any mistakes made.

1.2.3 Making judgements.

The course, through mixed methods of content delivery (lectures, individual and group work, company testimonials), will dedicate a proper space to main theoretical models in the reference literature, to stimulate students to realize a personal vision of organizational phenomena, encouraging autonomy of judgment and creative solutions, even if guided by the teacher, of the consequent problems.

In particular, individual and group work will be designed to increase critical, reflexive and independent judging skills, including that aimed at avoiding the biases that characterize the decision-making processes in this area. solving, also with regard to the ethical and social consequences that distinguish organizational choices.

1.2.4 Communication skills.

The case studies (at individual and group level) and the presentation of their results, will be an important tool used for developing communication skills. In particular, case studies are specifically designed to allow students to learn how to interact and communicate, simulating knowledge sharing activities and building consensus processes that are typical of real work contexts.

These skills represent a "natural" component of the course of Business Organization, and one of the most important issues included in the course program.

1.2.5 Learning skills.

Considering the multidisciplinary nature of the topics the course dealt with, its contents can be easily transferred in different organizational contexts, not only business firms, but also the public administration, non-profit organizations, etc.. For this reason, the course of Business Organization confirms aims to transfer a theoretical, conceptual and applicative knowledge that can be used for a multiplicity of educational and practical paths subsequent to that of the Bachelor degree.

In addition, being the Master Degree the natural continuation of the Bachelor Degree, not only in managerial or business areas, students will acquire skills that can be further developed, even independently, and used in companies, consulting firms and other organizations, as well as for the establishment of innovative, high-tech start-ups.

1.3 Prerequisites

Although the issues of the organization can be learned independently from previous economic-business knowledge, an essential requirement for the students is the possession of fundamental notions about the firm's economics, with particular regard to its nature, its characteristics, and the economic and financial conditions that underlie its operating system.

This knowledge is typically provided in Business Economics and Business Management courses, which for this reason must be considered preparatory to that of Organization Design.

In the case of possible change of teaching by students belonging to Faculties other than the one of Economics, no prerequisites will be provided.

2 Program

2.1 Content

The content of the course of Organization Design is divided into the following five parts.

Part I – Fundamentals and main Organizational Theories

- What is Organization Design about

- The linkages between Organization Design and Business Management
- The main Organizational Theories (overview)

Part II – Organizational Design at a Micro-Level:

- Basic concepts of job design
- Job design and re-design
- Models of work organization

Part III – Organizational Design at a Meso-Level:

- Basic concepts of the meso-organization
- Organizational units boundaries
- Organizational units size

Part IV – Organizational Design at a Macro-Level:

- The relationships between environment and organization
- The relationships between strategy and organization
- Coordinating and control mechanisms
- Differentiation and integration
- The organizational forms

Part V – The Inter-Organizational Relationships And The Firm’s Boundaries Design

- The basic concept for the inter-organizational relationships
- Transaction Costs Economics
- Make-or-buy decision-making
- The inter-organizational cooperation
- The N-Form and the new organizational forms

2.2 Teaching Mode

- Monday, from 6 pm to 8 pm, room n. 4 (first floor)
- Thursday, from 4 pm to 6 pm, room n. 1 (Ezio Tarantelli) (first floor)
- Friday, from 12 am to 2 pm, room n. 5 (Federico Caffè) (first floor)

Lectures will start on September 25th, 2023 and will finish on December 22nd, 2023.

The teacher will receive students every Monday, from 9:15 am to 10:45 am, at his office, located at the Department of Management, Fourth Floor of the Faculty of Economics, room n. 8.

2.3 Attendance

Lectures’ attendance is not mandatory, but constant and successful attendance of lessons will be rewarded, consistently with the proficiency of participating to team-based project works.

3 Assessment

3.1 Aim of the Assessment

The exam will be aimed at verifying and evaluating the learning of the contents provided during the lectures and the individual study of the suggested text.

Students who do not attend classes must comply with the integral content of the text and handouts made available by the teacher.

Special reward will be assured to students who will demonstrate to attend classes with assiduity. In this case, the assessment will be based in part on the results of the group work carried out by the students.

3.2 Exam Dates

The exams' dates are as follows:

Ordinary Sessions (for all students):

January – February Session:

- 1st date: January 18th, 2024, at 9:30 am
- 2nd date: February 9th, 2024, at 9:30 am

June – July Session:

- 1st date: June 11th, 2024, at 9:30 am
- 2nd date: July 9th, 2024, at 9:30 am

September Session:

- (unique date) September 17th, 2024, at 9:30 am

Supplementary Sessions (reserved to late students out of three years, part-time students, students with disability and DSA, students with children, worker-students):

April Session:

- April 17th, 2024, at 9:30 am

October Session:

- October 30th, 2024, at 9:30 am

The abovementioned dates refer to the written test, which will be mandatory for all students.

Complementary oral (on voluntary basis) exam might take place some days after the written test, relating to the number of students that booked the exam.

Dates of oral exams will be timely communicated by the Teacher or through the Department of Management's website, together with the exhibit of the grades of the written test, once these latter have been corrected.

3.3 Type of Exam

The exam will be carried out according to the following procedures:

- Written test, mandatory for all students, consisting of 2 sections of questions: 1) the first to be "true or false" (15 questions, with 1 point for each correct answer, 0 points in case of no answer, -0.5 points in case of wrong answer); 2) the second, multiple choice "a, b, c" (15 questions, with 1 point for each correct answer, 0 points in the case of no answer, -0.5 points in case of an incorrect answer);
- Complementary oral exam (on voluntary basis), in order to slightly increase the written exam grade, only for those students who have completed the written test with a grade at least equal to, or higher than, 18/30.

3.4 Overall Evaluation

The overall evaluation of the exam will be given by the grade reported in the written exam, or in combination of the written and the eventual oral tests and will be carried out with a single mark out of thirty. The overall mark will take into account the abovementioned bonuses for deserving students.

4 Text and References

To properly prepare for the exam, Students must read and study the book by Franco Isotta (Ed.), *La Progettazione Organizzativa*, Cedam, 2011.