**Organizing for innovation**

## Prof. Francesco Virili

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The course aims to provide basic theoretical and application tools for the analysis and management of organizational structures, with particular but not exclusive reference to companies producing innovative and digital goods or services.

These skills are described below in terms of knowledge, understanding, application and critical evaluation.

At the end of the course the student will be able to:

Know the fundamental elements that characterize organizational systems. Know the coordination mechanisms and understand their use. Know and understand the main organizational structures and be able to critically analyze adoption factors, main peculiarities and differences. Understanding the peculiarities of the phenomena of innovation and digital transformation. Know the main techniques for managing processes and development teams for new products and services.

Apply the above knowledge and understanding skills to the analysis and discussion of case studies proposed in the reference texts and articles and in the classroom and to the interpretation and discussion of stories, events and company documents.

Carry out comparative analyses, critical analyses and interpretations of corporate choices and decisions in the organizational context and propose motivated alternatives; Operate within working groups by preparing and presenting papers and reports also with the use of slides, with time management constraints.

* ***COURSE CONTENT***

Part I - Organizational system and structures

Organizational system and basic structures

Organization and innovation

Management of innovation development teams

Management of the innovation development process

Part II - Innovation and digital transformation

Innovation and digital transformation strategies

Sources of innovation: creativity and collaborative networks

Innovation strategies in SMEs

From innovation to digital transformation

***READING LIST***

Attending students:

Exam texts:

Schilling M.A. e Izzo, F. (2017). *Gestione dell'innovazione*. McGraw-Hill, 2017

Virili, F. *Assetti organizzativi* (cap. 4 in *Economia Aziendale*, a cura di F. Favotto, McGraw-Hill, 2008).

(the chapters to be prepared for the exam will be indicated on Blackboard)

- Further material provided in class.

Non-attending students:

Schilling M.A. e Izzo, F. (2017). *Gestione dell'innovazione*. McGraw-Hill, 2017

Virili, F. *Assetti organizzativi* (cap. 4 in *Economia Aziendale*, a cura di F. Favotto, McGraw-Hill, 2008).

R.L. Daft, *Organizzazione aziendale*, 6a ed., APOGEO, Milano, 2017.

(the chapters to be prepared for the exam will be indicated on Blackboard)

***TEACHING METHOD***

Various teaching methods are combined: lectures, discussion of business cases, exercises and group work. In some of the sessions there are testimonials from entrepreneurs and managers.

***ASSESSMENT METHOD AND CRITERIA***

Written exam (1:30 hrs) focused on four open-ended questions. In particular, the exam consists of two parts: a part of 3 credits (15 points) with two questions on organizational systems and structures and a part of 3 credits with two questions on Innovation and digital transformation (15 points).

The questions are directly linked to the detailed list of expected learning outcomes, (omitted here for reasons of space). Students can refer directly to the detailed list for exam preparation. The first part always requires the tracing of the organization charts and the comparative analysis of two basic structures.

Optional supplementary oral exam + - 4 points from the written mark.

The scores are calculated taking into account the completeness and correctness of knowledge and understanding, which alone justifies the minimum grade. The highest grade also requires adequate demonstration of knowing how to apply knowledge, of possessing critical skills and autonomy of judgment. The supplementary didactic activities and the optional oral exam allow to extend the assessment taking into account communication and learning skills. A score of 33/30 is entitle to honors..

### **NOTES AND PREREQUISITES**

No prerequisites.

### **ORARIO E LUOGO DI RICEVIMENTO DEGLI STUDENTI**

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