# Enterprises, Culture and Markets

## Prof. Maurizio Stefano Mancuso; Prof. Marco Grazioli

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

This course explores the solidity within enterprises and their receptivity towards markets. For the first topic students will analyse how organisations work, the decision-making process, negotiation connected to life within the enterprise and symbolic dimensions of organisational interaction. As for receptivity towards markets, students will explore the dynamics of present consumer markets, the cultural imaginaries and the symbolic matrix of competition, the transformations of the enterprise in the light of the digital revolution.

The course is structured in two modules: ‘cultural phenomenology of markets’ and ‘decision-making and negotiation processes’. These two course modules are linked together by the perspective where enterprises are increasingly thought of as cultural bodies which express a plan and laboratories which not only apply pre-existing knowledge and skills but also generate new visions and ideas and ultimately new knowledge and characteristics.

The first module aims to describe on various levels what can be defined as the symbolic capital of the company, or *the world of meanings* and the heritage of meanings that act within the markets and companies. Therefore, the course aims to offer students the ability to recognize and enhance symbolic forms of a phenomenological-existential origin, operating in the workplace, in building corporate offer, in the organizational dynamics. In particular, a specific learning result concerns students implementing a methodological approach to analysing and observing of a reality strongly connected to a living phenomenology of human experience, recognizing the distinctive and specific traits of each scenario of meaning investigated (imaginaries scenarios of consumption, work, gender differences, the link of man-technology, and so on), with an open and non-reductionist gaze, capable of understanding the meaning enclosed in things.

The module “Decision-making and negotiation processes” aims to encourage the acquisition of theoretical and practical knowledge about the functioning of complex organizations with regard to decision-making processes (strategic, allocative and operational) and negotiations within and outside organizations.

Content for reflection will focus on the areas of large national and global organizations and institutions.

The module focuses on two aspects of managing organizational processes:

1. organizational functioning close to highly complex decisions;

2. management of negotiations and conflicts.

The two procedural aspects will in turn be divided into the topics indicated in section II of the course programme.

The course is rounded out by a lab entitled “Logic and rhetoric in organisations” that will include practical exercises and exercises for discussion.

***COURSE CONTENT***

Module One: *Cultural Phenomenology of Markets* (Prof. Maurizio Stefano Mancuso)

The module objective is that of illustrating the numerous faces of the symbolic capital of enterprises.

The first backdrop analysed will be the competition in current consumer markets. The course will demonstrate the strict link that exists today between areas of consumption and the imaginary heritage of the culture through numerous examples taken from competitive scenarios. This implies a fusion that has notable implications not only at the level of the theory of consumption and business, but also at the level of cultural sociology and thought – of sociological, philosophical and anthropological mould – associated with the themes of “invention of day-to-day consumption” and the processes of symbolisation within the Western culture. The main topics will be the following:

– The immaterial values of consumer products.

– The concept of the imaginary and its implications.

– The culture of the markets and the definition of sociology of the spirit.

Furthermore, the course will deal with the symbolical trends effecting organizational and professional business system; the module focuses on the following subjects:

* people symbolization processes in work places;
* business vocation as a research of a distinctive character in competition;
* and the scenarios of business organization;
* the peculiarity of *feminine* work.

Particular attention will be given to work cultural transformations provided by the underway digital revolution, on multiple sides of organizational work: Organisation - markets - social ecosystem - professions.

Module Two: *Decision-making and Negotiating Processes* (Prof. Marco Grazioli)

The module focuses on two topics that are both divided into multiple topics as follows:

The course aims to give students theoretical and practical knowledge of the workings of complex organisations as regards decision-making processes (strategic, allocative and operative) and both internal and external negotiation.

Students will focus their studies on large-scale, national and global organisations and institutions.

The course concentrates on two particular aspects of management of organisational processes:

1. organisational efficiency in relation to highly complex decisions;

2. negotiation and conflict management.

These two aspects will be further broken down into the topics indicated below.

1. Organisational efficiency in relation to highly complex decisions:

– organisational efficiency: models and metaphors;

– the governing system;

– committee and meeting systems;

– the management of equity: from democracy to metric;

– the definition of rules and decision-making;

– the relationship between decision-making systems and leadership models;

– behaviour which facilitates the management of organisational arenas.

– the efficacy of written and oral communication.

2. Negotiation and conflict management:

– economic analysis and the opportunity to negotiate or to oppose;

– the relationship between organisational theory and negotiation models;

– the difference between negotiation and mediation;

– complexity and repetition as strategic variables during negotiation;

– preparing for complex negotiation;

– management techniques;

– examples of and procedures for negotiation.

*Lab “Logic and rhetoric in organisations”*

The lab, which will be run by Professors Mancuso and Grazioli, will include simulations and assignments under the professors' guidance. On the one hand, the aim is to offer students the tools for tackling issues and the reconstruction of scenarios that are common within organisations. In studying phenomena of the cognitive process and with the aid of debate practices and techniques, the students will be called on to participate in reconstructing and diagnosing conceptual scenarios.

The second objective is to facilitate the student's acquisition of the practical aspects regarding the running of complex organisations in situations involving significant change and the production of innovative shocks.

In light of actual experience and through recognition of the current debate about organisational operation, and about financial and intellectual capital, the lab makes it possible for the student to develop four skills:

1. Interpretation of complex situations;
2. Definition of change strategies;
3. Creativity employed for implementation of solutions;
4. The exercise of equity and justice within complex systems subject to change.

***READING LIST***

Module I

Students should prepare the exam on the Professor lecture notes and on a book – or books sections - according their own interest, chosen among the list uploaded on Blackboard platfornm (the texts concern the different section and aspect of the module)

Module II

Two of the following texts:

J.G. March, *Decisioni e organizzazioni,* Il Mulino, 1993.

Fisher-Ury, *L’arte del negoziato,* Mondadori, 2005.

D. Kahneman, *Rumore,* Utet, 2021

D. Kahneman, *Pensieri lenti e veloci,* Mondadori, 2013.

A text chosen from the following list:

J. Coleman, *Foundations of social theory,* The Belknap Press of Harvard University Press, 1990.

M. Douglas, *Credere e pensare,* Il Mulino, 1994.

M. Granovetter, *La forza dei legami deboli,* Liguori, 1993.

A.O. Hirschman, *Lealtà, defezione, protesta,* Bompiani, 1982.

D.C. North, *Istituzioni,* *Cambiamento istituzionale, evoluzione dell’economia,* Il Mulino, 1994.

M. Olson, *La logica dell’azione collettiva,* Feltrinelli, 1983.

De Masi, *L’emozione e la regola,* Rizzoli, 2005.

Transversally to the whole course students will also have to study the following text:

Perelman-Olbrechts-Tyteca, *Trattato dell’argomentazione,* Einaudi, 2001 (reprint), parts I and II.

***TEACHING METHOD***

Module I

Lectures that focus on case studyanalysis and multimedia materials. During the lab, active participation will be stimulated in the analysis of the symbolic capital of specific competitive sectors. A short annotation about a book assigned will be requuested.

Module II

Lectures. Case analysis. Monitored simulations and exercises.

***ASSESSMENT METHOD AND CRITERIA***

Module I

Oral exam. The exam will assess the student’s knowledge of the texts, and their capacity to establish connections between the several parts of the module and to reconstruct its fundamental theses, together with the intersection of the economic, symbolic and cultural, and socio-anthropological dimensions of the course itself. Particular attention will be focussed on the argumentative consistency (with regard to Perelman’s and Olbrechts-Tyeca’s volumes) and on the student’s expressive accuracy.

Module II

Oral examination. The exam will assess the student’s deductive reasoning from the macro-scenery of the topic dealt with to its elements in detail: principles, methodologies, techniques.

Students not attending class on a regular basis will need to meet with the professors to decide on work to substitute the practical parts of the course and the study of business cases.

***NOTES AND PREREQUISITES***

Any specific pre-requisite is nccessary. For the first module: a short book will be uploaded on Blackboard platform. Students can read it before starting lectures in such a way to deep understand the different sections of the course and solve possible lack of understanding since the beginning of the course.

In case the current Covid-19 health emergency does not allow frontal teaching, remote teaching will be carried out following procedures that will be promptly notified to students.

Further information can be found on the lecturer's webpage at http://docenti.unicatt.it/web/searchByName.do?language=ENG, or on the Faculty notice board.