# Corporate organisation and organisation of commercial firms

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

The course aims to provide students with the key concepts they need to understand and plan different organisational assets and new HR management strategies, as well as their respective implications for commercial firms. In particular, it will introduce the most relevant theoretical models offered by this field, in order to outline the practical skills involved in the decision-making process of a company that needs to plan and manage its complex organisational changes and innovations; these skills usually include the use and development of different tools and strategies for the management of people – a fundamental aspect in service companies – and the identification of the organisational behaviours that must be adopted for an effective HR management.

At the end of the course, students will be able to:

1. understand and compare the features, the conditions for the adoption, the strengths, and the weaknesses of different types of organisational assets, with a focus on service companies;
2. use the skills they have developed during the course (related to the choices made by companies in terms of organisational assets and HR management) in different working environments, especially service companies;
3. form independent judgments on different solutions and organisational structures, based on the key principles of organisational planning and HR management, developing proposals in order to develop and manage processes and objectives of change, innovation and sustainability;
4. use an appropriate terminology to distinguish and discuss about the different elements of business organisation;
5. develop the learning skills they need to understand organisational planning, HR management, and organisational behaviour issues.

***COURSE CONTENT***

Part 1

*The foundations of organisational theory and planning*

– the fundamental challenges of work organisation and their impact on corporate performance: criteria and approaches for measuring economic, social and environmental performance;

– the contextual and structural variables involved in the organisational planning;

– a comparison of different organisational structures: basic, functional, divisional, matrix;

– the main features of service technologies and their impact on organisational planning;

– organisational culture, the role played by service culture in commercial organisations, and change management.

Part 2

*HR management in service companies*

– the reasons at the basis of the strategic role of people in commercial companies;

– the different kinds of approach that can be adopted towards job design in service companies;

– how to motivate people, assure equity from an organisational point of view, and design HR management systems to support motivation; service culture within companies of the tertiary sector;

– leadership and team work in service companies;

– the processes involved in HR recruitment, selection, evaluation, training, compensation, and career, and their impact on personal and business performance.

***READING LIST***

Textbook of reference:

R. Daft, *Organizzazione aziendale,* Maggioli, Milan, 2021, Seventh Edition.

Further teaching material (e.g. articles, case studies, etc.) will be made available in class and on Blackboard.

***TEACHING METHOD***

Frontal lectures, analysis and discussion of incidents and case studies, practical activities, and meetings with subject matter experts.

Further information will be made available on Blackboard during the course.

***ASSESSMENT METHOD AND CRITERIA***

*Assessment criteria*:

* the knowledge of the subject;
* the ability to expose the course content in a clear, precise, and relevant way, using an appropriate terminology;
* the capacity to combine different topics in a more unitary and sytemic vision;
* the ability to carry out a detailed analysis of real situations, and propose the most appropriate model to face them.

The final exam will consist in two different written tests: an interim test (based on the first part of the course and taking place during the first week after the end of semester 1, as indicated in the academic calendar that will be made available on Blackboard) and a final test (based on the second part of the course and taking place during the first dates of the summer exam session, in June, as indicated in the academic calendar). Each test will determine 50% of the final mark. The final exam will cover the topics discussed in class and some specific sections of the textbook of reference, according to the syllabus that will be made available on Blackboard. Both tests will be based on open-ended structured questions, case study analysis, and class specific exercises, in order to assess the knowledge of the subject and the development of appropriate learning skills.

Further information will be made available on Blackboard.

***NOTES AND PREREQUISITES***

We recommend an active and interactive participation in the lessons to accompany the learning process of the knowledge and skills of analysis and design subject of the course.

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.