# Corporate Organisation

## Prof. Daniela Caterina Isari; Prof. Giacomo Magnani

COURSE AIMS AND INTENDED LEARNING OUTCOMES

Provide students with the fundamental principles and languages of Economics and Business Organisation, and with useful elements for understanding the different macro- and micro-level organisational structures and organisational structural design solutions in terms of the efficiency, effectiveness and sustainability goals of work organisation and of change and organisational innovation.

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

1. Recognise the main types of companies and organisational structures;
2. Discuss the company lexicon and size of the company's economic and financial control;
3. Appropriately and usefully use the organisational lexicon to distinguish the components and analysis dimensions of the business organisation;
4. Interact with training personnel other than psychological trainers within the organisation;
5. Describe and recognise the main work organisation solutions;
6. Know the design principles of the organisational macro-structures that allow the solving of division of labour and coordination problems;
7. Recognise the impact that company contextual factors (competitive strategy, environment, technology, dimensions, culture) have on the configuration of organisational structures;
8. Compare the characteristics, conditions of adoption, and strengths and limitations of different organisational types, to contextual variables and their changes over time;
9. Know the basic principles of microstructure design (*job design*) and the guiding criteria for designing individual positions from an economic-technical and socio-technical perspective;
10. Evaluate solutions and organisational structures of given companies and propose solutions to design problems in order to address and manage change processes.

COURSE CONTENT

Module 1: Business Economics (*Prof. Giacomo Magnani*)

* The module aims to introduce several basic concepts of business administration
* The main economic operations and their impact in economic and financial terms
* The quantities: Operating Income and Operating Capital
* Overview of index analysis
* Break-even analysis and its usefulness

Module 2: Business Organisation (*Prof. Daniela Caterina Isari*)

This module refers specifically to the discipline of Business Organisation, and the following specific topics will be explored:

* Organisational analysis: the structural dimensions of the organisation and the contingent factors that influence them.
* The logics of organisational design: comparing mechanical and organic systems with a contingency logic.
* The different components of the organisation, line bodies and support processes.
* Configuration of the hierarchy, organisational units and coordination mechanisms.
* What is an organisational chart, how it is drawn, analysed and interpreted.
* The characteristics of simple structures.
* The characteristics of pure and modified functional structures, how to configure them and when it is appropriate to adopt them.
* The characteristics of divisional and geographically divided structures, and of M-form and divisional structures with central functions: how they are configured and when it is appropriate to adopt them.
* The characteristics of matrix structures: how they are configured and when it is appropriate to adopt them.
* Organisational microstructure design: principles and criteria of job design in relation to productivity, efficiency, motivation and development objectives.
* Organisational microstructure design: types of interdependencies and implications on the design choices of individual positions.

READING LIST

Isari D.C. – Magnani G. (eds.), *Materiali di Economia e Organizzazione Aziendale*, Educatt, Milan, latest edition.

TEACHING METHOD

The course involves alternating lectures, the analysis and discussion of company cases, tutorials, and company testimonials.

During the course, updates, indications on teaching and exams, in-depth materials and study support are made available through the Blackboard platform.

ASSESSMENT METHOD AND CRITERIA

There is a single exam covering both modules; this takes the form of a written test with open-ended and structured questions, closed questions, an analysis of short business cases and exercises.

The exam programme covers all the course contents and students are required to answer all the proposed questions.

It is possible to take the exam in any official exam period during the academic calendar.

Detailed instructions regarding the tests will be made available on Blackboard.

At the discretion of the Examination Committee, students may be granted an oral exam to supplement their written exam.

The main assessment criteria used will be the following:

− solid knowledge of the different content areas;

− clarity, precision and relevance in communicating the content learned and use of appropriate technical language;

− ability to correlate the different contents in a unitary and systemic vision;

− aptitude for analysing and diagnosing the cases, exercises and real situations proposed through the choice of appropriate models and solutions.

NOTES AND PREREQUISITES

The course has no content prerequisites but presupposes an intellectual curiosity in the course topics and the organisational challenges of contemporary companies, as well as an interest in the application of the principles studied to concrete business cases and situations. Course attendance and active participation in lectures are highly recommended in learning the knowledge and skills covered by 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.