# Organizational Theory and Design

## Prof. Franca Cantoni

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

The course provides students with useful elements to understand the different aspects and methods of designing and operating the organization of the business system by developing skills for reading the phenomena of the dynamics and processes of organizational change.

At the end of the course the student will have knowledge of models and tools for strategic business management and will have developed skills in analyzing and evaluating competitive strategies. It will also be able to demonstrate operational knowledge and analyze different structures and operating methods of a business organization

***COURSE CONTENT***

The organization of the business system:

* The contingent vision of the organizational system
* The organizational boundary choices
* The contextual (environment, technology, dimensions and life cycle, strategy, culture) and structural (formalization, specialization, hierarchy, centralization, professionalism, personnel indicators) dimensions.
* Macro and micro organizational design: principles and practice
* Basic elements of Change Management

***READING LIST***

[Richard L. Daft](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.cengage.co.uk%2Fauthor%2Frichard-l-daft&data=04%7C01%7Cluisella.piccolini%40unicatt.it%7C9738a999d73a40fcbf4a08d8c68a5349%7Cb94f7d7481ff44a9b5886682acc85779%7C0%7C0%7C637477644686736703%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=9Wi8l6WMVY0q2M%2BHspdz4fGZqiOXdD7vsIxPjY3Lrlc%3D&reserved=0), [Jonathan Murphy](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.cengage.co.uk%2Fauthor%2Fjonathan-murphy&data=04%7C01%7Cluisella.piccolini%40unicatt.it%7C9738a999d73a40fcbf4a08d8c68a5349%7Cb94f7d7481ff44a9b5886682acc85779%7C0%7C0%7C637477644686746699%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=1Y0178XpXpB0RI1LEQ6dlNSo%2B2Xke%2FPwQGpEdaSLRzM%3D&reserved=0), [Hugh Willmott](https://eur03.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.cengage.co.uk%2Fauthor%2Fhugh-willmott&data=04%7C01%7Cluisella.piccolini%40unicatt.it%7C9738a999d73a40fcbf4a08d8c68a5349%7Cb94f7d7481ff44a9b5886682acc85779%7C0%7C0%7C637477644686746699%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=UT4jeNbC79LLbzUG23ENZ8NdNTu%2BWJTsxYVCPROFcek%3D&reserved=0). Organization Theory & Design: An International Perspective, 4th Edition, Cengage 2020

Chaper 1 - What are organizations?

Chaper 2 Perspectives on organizations

Chaper 3 Strategy, organization design and effectiveness

Chaper 4 Fundamentals of organization structure

Chaper 5 The external environment

Chaper 8 Manufacturing and Service technologies

Chaper 9 Information technology and control

Chaper 10 Organization size, life cycle and decline

Chaper 11 Organizational culture and ethical values

***TEACHING METHOD***

To encourage learning, in addition to the lectures, the course includes a cycle of meetings with different and significant business realities and with experts and professionals in the dynamics of innovation and organizational change. The main objective is to allow the consolidation of the notions and the theoretical aspects learned by promoting the comparison with managers and entrepreneurs who daily manage and solve organizational problems.

***ASSESSMENT METHOD AND CRITERIA***

There are no separate examination procedures for attending and non-attending students. Attendance will not be recorded but the exam questions will focus on topics specifically addressed in the classroom and on testimonials.

The exam consists of a multiple-choice test. The test is composed of 27 questions where 1/30 will be attributed to each correct answer. An open question with a maximum grade of 5/30 will complete the test.

Specifically, the evaluation of answers to closed questions is aimed at understanding the mastery of key concepts, the correctness of technical language used and the ability to reason within the discipline while the answer to the open question (evaluated in terms of completeness and depth, coherence of arguments given, appropriateness of language used, ability to make connections) is aimed at the application of theory learned in the classroom to a practical case or the reasoned reading of testimony given in the classroom.

The duration of the exam is 60 minutes.

***NOTES AND PREREQUISITES***

Attendance, although not mandatory, is recommended.