



## Syllabus

Academic Year	2022/2023
Program	Strategic Management
course	Organizational Design and Change
Term	II semester
Year	1
SSD	SECS-P/10
Credits	6

Course Formative Objectives	In today's volatile world, organizational design is an everyday, ongoing activity and challenge for every executive, whether managing a global enterprise or a small work team both in the private and public sector. Globalization, worldwide competition, deregulation, digital transformation and ever-new technologies drive the ongoing reassessment of the organization. The executive response has been many new forms of organizational design: matrix, virtual, modular, cellular, network, alliance, "spaghetti" or "holacracy" – to name a few. New organizational forms challenge old ways of organizing for efficiency and effectiveness.
Pre-requisites	Basic knowledge of business economics and management
Course content	In this course, we will deal with organizational design as a managerial approach to demands for change in the organization. The theoretical basis is the contingency approach and its application in a dynamic perspective. An important element in this context is strategic and organizational fits. A fit is a match between the organization and its environment, strategy, technology, management style or size. There may also be fits among these factors. The theory of fits provides management with an opportunity to assess the organization design and change it regularly. The issues include multi-dimensional causal relationships non-linearity and longitudinal perspectives - elements in studies of new forms of organization.
Reference Books	Burton, M. R., Obel, B., & DeSanctis, G. (2011). <i>Organizational Design: A Step by Step Approach</i> , Cambridge. Kesler, G., & Kates, A. (2015). <i>Bridging Organization Design and Performance: Five Ways to Activate a Global Operation Model</i> . John Wiley & Sons.
Teaching Methods	During the course, the following teaching methods will be applied: <ul style="list-style-type: none"><li>•lectures</li><li>•individual assignments</li><li>•working groups and case studies</li><li>•keynote speakers' presentations on real life experiences</li><li>•presentations and assignments</li></ul> Teaching activities integrate face-to-face lectures with the analysis of business cases performed by both the instructors and the students. Students will be required to join practical training sessions and analyze or discuss, individually or within small groups, case studies focused on the resolution of organizational problems and the



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	<p>definition of the different organizational configurations that can be adopted in different strategic and environmental contexts.</p> <p>These sessions are useful to evaluate student's ability to put into practice the methods of organizational design and analysis acquired during the lectures.</p>
Assessment	<p>The final grade will be based on a final written exam + bonus given for assignments/projects. Written examination: 100% of the grade - Max 2/30 bonus points can be given for assignments (max 4 per term) developed during the course - The evaluation of the project work is valid only within the duration of the academic year (until February 2021) BUT it can be used just once and only if the assessment results as sufficient (grade <math>\geq 18</math>); if a student fails (grade <math>&lt; 18</math>) or rejects the grade, he/she loses the bonus points. However, in order to keep it for the next dates ('appelli'), students are free to leave the written exam classroom within 10 minutes from the beginning of the test. Bonuses and grades are assigned at the incontestable discretion of the teacher.</p> <p>The rejection of a grade <math>&gt; 23/30</math> precludes the possibility to be supervised for the thesis (see next session of this syllabus).</p> <p>Duration: 60 minutes.</p>

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