



## Syllabus

Academic Year	2024/2025
Program	Business Administration
course	Organizational Behavior
Term	I semester
Year	3
SSD	SECS-P/10
Credits	6

### INSTRUCTIONAL GOALS

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 sectors. Globalization, worldwide competition, deregulation, digital transformation, and new technologies drive the ongoing reassessment of the organization. New organizational forms challenge old ways of organizing for efficiency and effectiveness. Yet, organizations still require a formal design, keeping in mind its fundamental ingredients: goals, tasks, decision-making, communication, knowledge, and incentives.

### INTENDED LEARNING OUTCOMES

They describe what a learner is expected to know, understand and be able to demonstrate after completion of a learning path.

#### **Knowledge and understanding:**

The course will offer key theoretical tools to analyze and design the organization and its demands for change in today's volatile world. Students will acquire knowledge of the fundamental aspects of organization design, which span from the formal structure, goals, and strategies, to managing people, leadership, information, and knowledge, along with the up-to-date approaches to study organizations. In acquiring the theoretical bases of the organization design, students will be challenged to integrate multiple sources of information (such as: models, research papers, business cases, etc.), to build up the ability to critically reason on organizational issues, as well as, to actively research creative solutions.

#### **Applying knowledge and understanding:**

The students will be able to apply the aforementioned sets of knowledge and tools to:

- Assess the organizational architecture.
- Reflect on issues related to the many aspects of organization design.
- Solve organizational problems that can be adopted in different strategic and environmental contexts.

In order to build up such a skill set, on-campus lectures will be devoted to the analyses of business cases, relevant research papers, in-class exercises, and group discussions.

#### **Making judgments:**

We expect students to be able to analyze organizational architecture, in its many fundamental aspects, to demonstrate an in-depth critical understanding of the scope and challenges of organization design.

Students are furthermore expected to be able to discuss and evaluate key issues related to organizational design and organization studies.



Throughout the whole course, students will be invited to adopt a critical approach to the topics, ask crucial questions, and find new and creative solutions.

**Communications Skills:**

This course will give the students the possibility to acquire major terms and concepts to communicate their ideas, critiques, and proposals most effectively and appropriately, as well as, the ability to interact in operational contexts through specialist knowledge, by integrating diverse sources of information.

**Learning skills:**

This course will contribute to empower learners giving them the tools to determine the best possible solutions to organizational problems, to critically evaluate the theoretical models, and acquire independent and critical thinking. Additionally, the course is aimed at developing the ability to search and integrate multiple information, to establish the critical links between research and practice, as well as, between theory and its applications.

Pre-requisites	None
Course content	<p>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 multi-contingency and information processing approach and its application in defining the contingencies of organization design (i.e., Diamond Model). In applying this model, we will take into consideration multiple contingencies and their strategic and organizational fits: a fit is a match between the organization and its environment, strategy, technology, management style or knowledge, and information structure. This perspective provides management with an opportunity to assess the organization's design and change it regularly.</p> <p>In analyzing all these contingencies, we will focus on the processes and mechanisms, both at the individual and organizational levels. Finally, we will focus on the new perspectives to study organizations – such as organizational neuroscience – by analyzing its benefits and downfalls in organizational studies and by adopting a critical perspective.</p>
Reference Books	<p>Organizational Design: A Step-by-Step Approach (4th Edition). 2020. Richard M. Burton, Borge Obel, Dorthe Dojbak Hakonsson.</p> <p>Mandatory papers, readings, and case studies used during the course, listed later in the syllabus on a week-by-week basis.</p>
Teaching Methods	<p>During the course, the following teaching methods will be applied:</p> <ul style="list-style-type: none"><li>• lectures</li><li>• individual assignments</li><li>• working groups and case studies</li><li>• keynote speakers' presentations</li><li>• presentations and assignments</li></ul> <p>On campus, activities integrate the online lectures with the analysis of business cases and discussions, exercises, and reflection on relevant papers.</p> <p>Students will be required to join practical training sessions and analyze or discuss, individually or within small groups, case studies/readings focused on the resolution of organizational problems that can be adopted in different strategic and environmental contexts.</p> <p>These sessions are useful to evaluate students' 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 + in-class assignments/projects/exercises + bonus points based on in-class quizzes.</p> <p>Written examination: 30% of the grade.</p>



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Exercises/assignments: 17.5% + 17.5% + 17.5% + 17.5%

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