

# **Business Organization Course**

## **II Channel (M-Z)**

**Credits (CFU): 9 (or 6)**

**Academic Year 2024-2025**

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# 1 Course Information

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Name: Business Organization

Code: 1017193 (9 Credits) - 1017194 (6 Credits)

Italian Scientific Sector: SECS-P10

Degree Course: *Scienze Aziendali* L-18 (Bachelor Degree)

Language (exam included): Italian

The teaching of Business Organization aims to provide students with the knowledge and "fundamentals" for the analysis and understanding of the main organizational problems of modern enterprises and a wide range of useful tools for their solution.

In particular, the in-depth study of issues related to organizational behavior and organizational design enables the study of the characteristics of the processes of construction and implementation of organizational structure at the micro, meso and macro levels, up to the network models linking the focal enterprise with other organizations in the reference environment.

Such a path helps to understand the fundamental variables and levers of the organization, on which corporate management can act to improve performance and achieve competitive advantage.

In addition, the analysis of the relationships and interdependencies that characterize the aforementioned variables makes it possible to obtain a systemic view of the complex linkages between organization, strategy, and environment.

## 2 Training Objectives

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### 2.1 General Objectives

The main objective of the Business Organization course is to provide analytical knowledge on how to recognize, face and solve organizational problems that arise at different organizational levels - from the individual and group/unit level to the design of the entire organizational structure - in a model that allows to frame the relationships between organizational, environmental, strategic, and operational variables and their link to business performance.

This objective will be pursued through an appropriate mix of face-to-face lectures, business cases, individual work and/or group exercises, as well as testimonials from organizational experts from the business world.

## **2.2 Specific Objectives**

### **2.2.1 Knowledge and Understanding**

At the end of the course, students will be able to recognize and deal analytically with organizational problems, having a broad background in the main theories of organization and the principles derived from them for their solution, thanks also to the knowledge of models and tools applicable to the specific problems of organizational design.

This knowledge will be acquired by adopting a multi-level (micro-meso-macro-meta organizational) perspective of analysis aimed at understanding systemic relationships that, starting from the organization of work at the micro (individual) and meso (groups/organizational units) levels, allow the study of emergent properties related to the whole organization (macro level) and to aggregations of companies (meta level), as well as their impact on business performance.

In addition, understanding the links between environmental, strategic, and organizational variables will allow analyzing and solving problems related to the various strategic profiles and the different stages of the life cycle of enterprises, searching for consistency between these variables and emerging organizational forms, while respecting the conditions of economic viability of the enterprise.

### **2.2.2 Applying Knowledge and Understanding**

Through the business cases, individual and/or group work, students will be enabled not only to understand the origin, nature, and typology of various organizational problems, but to develop shared solutions using the techniques, models and analysis tools transferred during the lectures.

Students' presentation of the group work results will enable them to develop reflection and argumentation skills, along with the ability to exchange, share and expound on their findings.

Finally, the testimonies of organizational experts from leading business organizations and the discussion of related issues with the students will allow them to confirm, also with practical feedback, the ability to apply the techniques and results obtained by the students themselves and to learn from any mistakes made.

### **2.2.3 Judgement Autonomy**

The teaching of Business Organization, through mixed modes of content delivery (face-to-face lectures, business cases, individual and/or group work, company testimonials), while devoting adequate space to the main theoretical models consolidated in the reference literature, aims to stimulate students to realize their own vision of organizational phenomena, encouraging autonomy of judgment and creative solution, albeit oriented and guided by the lecturer, of the resulting problems.

Individual work and study/project groups are designed precisely to enhance critical, reflective, and autonomous judgment skills, including those aimed at avoiding the biases that sometimes characterize problem-solving oriented decision-making processes, including with regard to the ethical and social repercussions that characterize organizational choices.

### **2.2.4 Communication Skills**

Conducting various case studies and/or project work (at the group level) and presenting the results obtained is an important tool adopted in the teaching of Business Organization for the development of communication skills.

In particular, the exercises are specifically designed to enable students to learn to interact and communicate by simulating knowledge-sharing and consensus-building activities typical of real work contexts.

Such skills are a "natural" part of this course, as organizational communication is a cross-cutting theme within it.

### **2.2.5 Learning Skills**

Thanks to the transversal and multidisciplinary nature of the subjects dealt with, the contents of which are easily transferable to organizational contexts other than companies (even if they are characterized by an orientation towards compliance with the conditions of economic management), the teaching of Business Organization allows students to acquire a theoretical, conceptual and applied base that can be used for a variety of educational and practical paths after the bachelor's degree.

In addition to the natural progression towards a master's degree, not only of a managerial or entrepreneurial type, but students will also acquire skills that can be further developed, even autonomously, and used in companies, consulting firms and other organizations, as well as for the creation of innovative and high-tech start-ups.

## **2.3 Prerequisites**

Although organizational issues can be learned independently of previous economic and business knowledge, an essential requirement for students is the possession of basic notions about the economics of the firm, in terms of its nature, its characteristics - and the economic and financial conditions that underlie its operating system.

This knowledge is usually provided in the courses of Business Economics and Business Management, which for this reason must be considered as preparatory to that of Business Organization.

In the case of a possible transfer of students from faculties other than the Faculty of Economics, no prerequisites are required.

## 3 Course Schedule

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### 3.1 Content

The Business Organization course is divided into the following 6 parts for a total of 72 lecture hours, equivalent to 9 credits<sup>1</sup>.

#### **Part I - Introduction to Business Organization: Principles, Theories, and Models**

- The concept and study dimensions of business organization
- The major organizational theories
- Organizational variables

#### **Part II - Micro-level Organizational Design:**

- Basic concepts of job design
- Job design and redesign
- Models of work organization

#### **Part III - Meso-Level Organizational Design:**

- Basic Concepts of Meso-Structure
- Boundaries of organizational units
- Size of organizational units

#### **Part IV - Macro-Level Organizational Design:**

- The Relationship Between Environment and Organization
- The Relationship Between Strategy and Organization
- Coordination and Control Mechanisms
- Differentiation and Integration
- The organizational forms

#### **Part V - Inter-organizational relationships and the boundaries of the firm**

- Interorganizational Relationships
- Transaction cost economics
- Make or Buy Decision Process
- Interorganizational Cooperation
- The N-Form

#### **Part VI – (Special) - Innovation, in relation to organizational forms**

- Study/Project Groups on selected topics
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<sup>1</sup> For students who have a 6 credit (or CFU) Business Organization examination in their syllabus, any possible reduction in program will be duly agreed and communicated.

## 3.2 Teaching Mode

Lectures will be held on:

- Monday: Classroom 8B, from 12 noon to 2 p.m.
- Wednesday: Aquarium Classroom, from 12 noon to 2 p.m.
- Friday: Classroom 6C, from 12 noon to 2 p.m.

The classes are scheduled to begin on September 23, 2024, and will end on December 16, 2024.

The lecturer is available to students every Wednesday between 10 and 12 (or on another day to be agreed) in her office on the 3rd floor of the Department of Management of the Faculty of Economics, room no. 1 (Wing B)

## 3.3 Attendance

Lectures' attendance is not mandatory.

# 4 Assessment

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## 4.1 Exam Evaluation Purpose

The purpose of the exam is to test and evaluate the learning of the material presented in the lectures and the individual study of the exam text.

Non-attending students are expected to follow the content of the text and any other materials provided.

Rewards will be given to students who demonstrate diligent class participation. In this case, the evaluation will also be based in part on the results of the students' group work.

## 4.2 Exam Dates

Exam dates are as follows:

### Ordinary Sessions (for all students):

#### January – February Session:

- 1st date: 20 January 2025, at 10 am.
- 2nd date: 7 February 2025, at 10 am.

#### June–July Session:

- 1st date: 12 June 2025, 10 am.
- 2nd date: 9 July 2025, 10 am.

**September Session:**

- (unique date): 9 September 2025, 10 am.

**Supplementary Sessions (reserved to late students out of three years, part-time students, students with disability and DSA, students with children, worker-students):**

**May Session:**

- 7 May 2025, 10 am

**October Session:**

- 15 October 2024, 10 am

The abovementioned dates refer to the written test, which will be mandatory for all students.

The oral exams, which are optional, may be held a few days after the written exams, relating to the number of students that booked the exam and of the written tests to be corrected.

The dates of the oral tests will be communicated from time to time by the teacher and will always be available on the Infostud platform.

### 4.3 Exam Type

The examination will be conducted according to the following procedures:

- (a) **Written test, mandatory** for all students, lasting an average of one hour and consisting of 30 mostly closed questions.
  
- b) **Individual oral test, optional**, of an average duration of fifteen minutes, to which only those students will be admitted who have passed the written test with at least a passing grade or with a grade higher than 18/30.
  
- c) **Group oral test, optional**, consisting of an oral presentation of what has been learned, with reference to exercises, case studies, project work or company reports.

### 4.4 Overall Evaluation

The final grade for the examination will be determined by averaging the written (a) and individual oral (b) test scores, or alternatively, by adding the scores from the written (a) and group in itinere (b) tests and will be awarded as a single grade out of thirty.

## 5 Text and References

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The basic text for preparing for the exam is as follows: Franco Isotta (ed.), *La Progettazione Organizzativa*, Cedam, 2011 (except chapter 11).

Other teaching materials will be provided as necessary during the course.

Concurrently, prospective reductions in the syllabus will be explicitly delineated for students whose curriculum necessitates the completion of a 6 CFU examination.