

ORGANIZATIONAL BEHAVIOUR

6 CFU

(Prof. Daniela Isari)

TEACHING LANGUAGE: English

PREREQUISITES

Previous knowledge of the principles of organization theory and design and enterprise management will support the student's understanding of the context of organizational behavior.

LEARNING OBJECTIVES

Taking a managerial perspective, the course aims to develop student's understanding of the role of people within organisations and how people behave in organisations: as individuals, as a part of a system of interactions, and as leaders or members of a working group.

Students will be provided with theoretical and practical know-how regarding the strategies and decisions involved in people management, in order to build sustainable work relationships and improve individual and group performance. Some class time will be dedicated to an in-depth examination of some of the relational and managerial skills that are currently most in demand within organizations.

Finally, the course is aimed at developing student's awareness of organizational culture, its impact on individual, group and role behavior and how it influences the processes of organizational change and innovation.

LEARNING OUTCOMES

At the end of this course students should be able to:

- develop their knowledge of organizational behavior theories and principles
- understand the factors influencing people's behavior within organizations, like division of labour and coordination mechanisms, motivation and engagement processes, teamwork and group dynamics, leadership and role relationships, the evolution of technology and communication forms, organizational culture;
- properly use the specific language of the discipline in order to communicate effectively with other professionals within the context of enterprises and organizations;
- develop a critical and comparative awareness of the modalities of social and role relationships within the organizations they get in touch with and within the enterprises they will work for in the future;
- assess and evaluate problems related to people management, change management, engagement and motivation, communication and team leading within complex organizations;
- compare strong and weak points of different people management strategies in order to choose appropriate solutions, to identify best practices and build sustainable relationship models between organizations and employees.

COURSE SYLLABUS

The course programme is structured into three different content areas, in order to cover issues related to the role of the individual within organizations, the relationship dynamics and processes among individuals, groups and roles, the cultural and change processes within organizations. The three areas are

interconnected and will provide an overall overview of the behavior skills currently demanded by business organizations.

Specifically, the three different content areas are:

Individual behavior within organizations

Individual differences and personality
Job satisfaction, empowerment and engagement.
Individual performance determinants: motivation and skills.
Motivation processes and strategies
Perceptions and individual decisional process.

Relational and interpersonal processes within organizations

Group dynamics and processes.
Teamworking: adoption, effectiveness, competences
Communication processes within organisations.

Organisational processes

Organizational power and leadership
Organizational culture.
Organizational change.

COURSE STRUCTURE

The teaching and learning process is dynamic and requires active student participation: students will analyse company case studies and incidents in group, they will participate to guided simulation games and assessment sessions: practical experiences will be followed by guided debriefing and a class discussions to share the main lessons learnt; lectures will provide the sharing of theoretical models.
Regular class attendance is highly recommended.

GRADE DETERMINATION

The final grade is based on individual oral examination aimed to assess the understanding of the main models and theories of the discipline and the ability to use theoretical models to interpret and analyse organizational behaviour in business contexts.

OPTIONAL ACTIVITIES

None

READING MATERIALS

FRENCH Ray, RAYNER Charlotte, REES Gary, RUMBLES Sally, *Organizational Behaviour*, Wiley, 2015, 3rd Edition (selected chapters).