



<b>Course</b>	<b>Organizational Behaviour</b>
<b>Italian Code</b>	<i>SSD SECS P10</i>
<b>Academic Year</b>	2024-2025
<b>Credits</b>	6
<b>Head instructor</b>	<p><b>Marco Valeri</b> Associate Professor of Organizational Behaviour</p> <p>Email: marco.valeri@unicusano.it</p> <p>Office hours: Consult the calendar on the following page of our website to check the Videoconferencing times: <a href="https://www.unicusano.it/calendario-lezioni-in-presenza/calendario-area-economica">https://www.unicusano.it/calendario-lezioni-in-presenza/calendario-area-economica</a></p>
<b>Description</b>	The course aims to provide the basic elements to understand: the operating principles of the business organization, the logic and models of analysis and design of the work organization, the logic of personnel management and the approaches to analysis of individual and collective organizational behavior. The following topics will be addressed: notes on the evolution of organizational theories and models, the models and determinants of individual and collective action, the basic schemes for the analysis and design of macrostructure and microstructure. Furthermore, advanced knowledge regarding staff motivation and leadership characteristics in complex organizations is analyzed and explored in depth.
<b>Objectives</b>	<p>The course aims to:</p> <ol style="list-style-type: none"> <li>analyze the operating principles of the business organization</li> <li>explore the logic and models of analysis and design of work organization</li> <li>focus on personnel management logic</li> <li>explore new approaches to the analysis of individual and collective organizational behavior</li> <li>analyze the theories and models of organisation, theories on staff motivation and the characteristics of leadership in complex organisations</li> </ol>
<b>Competencies</b>	<p><b>Knowledge and understanding</b> Attendance at the Business Organization course will allow the student to acquire adequate knowledge of the different cultural areas of the evolution of organizational theories, to understand the main organizational phenomena and to identify the critical context variables.</p> <p><b>Application of knowledge</b> The student will acquire the value of the strategic role of organizational knowledge, within both public and private companies.</p> <p><b>Ability to draw conclusions</b> Due to the predominantly descriptive nature of the teaching, the student will be able to recognize and evaluate the structural characteristics and competitive dynamics of the sectors in which companies operate. Furthermore, the student will be able to understand and judge the nature of the choices made by entrepreneurs and manager with respect to the competitiveness profiles of the company.</p> <p><b>Communication skills</b> The student will be able to describe and hold conversations, particularly with reference to entrepreneurial and managerial choices and their compatibility with the goals of companies</p>

	<p><b>Ability to learn</b></p> <p>The students' learning level will be constantly ascertained through ongoing tests thanks to which it is possible to evaluate the autonomy acquired in understanding and analyzing the company analysis and management method.</p>
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**Syllabus**

**Subject 1 - Business Organization: Variety of Concepts and Evolutionary Paths**

- Lesson 1: Concept of complexity in business organization (I)
- Lesson 2: Concept of complexity in business organization (II)
- Lesson 3: Organizing in business: dynamism and processes in systems
- Lesson 4: Classic rationalist conception of organization (I)
- Lesson 5: Classic rationalist conception of organization (II)
- Lesson 6: Cooperative conception of organization (I)
- Lesson 7: Cooperative conception of organization (II)
- Lesson 8: Organizational contingences (I)
- Lesson 9: Organizational contingences (II)
- Lesson 10: Knowledge Management

**Subject 2 - Organizational Structures and Inter-Organizational Relationships**

- Lesson 1: Types of organizational structures (I)
- Lesson 2: Types of organizational structures (II)
- Lesson 3: Organizational structures of internationalized companies
- Lesson 4: Strategy - structure relationship (I)
- Lesson 5: Strategy - structure relationship (II)
- Lesson 6: Organization for innovation: business networks
- Lesson 7: Industrial districts
- Lesson 8: Franchising network

**Subject III - Participation, Coordination and Leadership**

- Lesson 1: Human Resource Management
- Lesson 2: Motivation Theories
- Lesson 3: Innovative organization perspectives
- Lesson 4: Leadership Theories (I)
- Lesson 5: Leadership Theories (II)
- Lesson 6: Organizational Change

<p><b>Bibliography and resurces</b></p>	<p><b>Materials to consult:</b></p> <p>Notes written by the instructor are available in Italian (part of the notes are also available in English).</p> <p><b>Recommended bibliography:</b></p> <p>VALERI, M. (2021), <i>Organizational Studies. Implications for the Strategic Management</i>, Springer Publishing</p> <p>VALERI, M. (2024), <i>Managerial perceptions. Models of organizational effectiveness</i>, Springer, Switzerland</p> <p>VALERI, M. (2024), <i>Knowledge Management and Knowledge Sharing. Business strategies and an emerging theoretical field</i>, Springer Publishing</p>
<p><b>Evaluation system and criteria</b></p>	<p>The exam consists of carrying out an oral test or a written test, both of which aim to ascertain the knowledge and ability to understand and re-elaborate the concepts acquired.</p> <p>The oral test consists of an interview with at least 3 questions.</p> <p>The written test involves the administration of 30 closed-ended questions: the student must respond to closed-ended questions by marking the answer considered correct among those indicated.</p> <p>However, the topics proposed in the e-tivities may also be the subject of the final exam: the topics of the e-tivities included in the previous June-July-August quarter will be verified in the September-October-November exam sessions, and therefore in the December-January-February sessions those included in the September-October-November quarter, March -April-May those inserted in the December-January February quarter, June-July those inserted in the March-April-May quarter.</p>