



Denominazione	ORGANIZATION THEORIES
Docente (se già definito)	PROF. DIEGO CAMPAGNOLO PROF.SSA MARTINA GIANECCHINI
Ore	20
CFU	4
Periodo di svolgimento	2ND TERM (Gennaio – Marzo 2025)
Modalità di erogazione	<input checked="" type="checkbox"/> In presenza <input type="checkbox"/> A distanza <input type="checkbox"/> Duale
Lingua di erogazione	INGLESE
Obbligo presenza	<input type="checkbox"/> Sì (% minima di presenza) <input checked="" type="checkbox"/> No
Contenuti del corso	<p>L'obiettivo del corso è quello di introdurre gli studenti alle questioni fondamentali e agli approcci teorici nello studio delle organizzazioni e alle questioni fondamentali sulla progettazione organizzativa. Le letture sono organizzate storicamente e tematicamente per cogliere le traiettorie intellettuali della teoria delle organizzazioni e i vari spostamenti di enfasi: dai lavoratori ai manager, dai processi organizzativi ai risultati, dagli studi delle singole organizzazioni nei loro ambienti agli studi dell'azione collettiva in popolazioni e campi organizzativi. Gli studenti sono tenuti a completare tutte le letture prima della lezione.</p> <p>Il nostro obiettivo primario è quello di coprire i principali approcci teorici alle organizzazioni, ed esamineremo i recenti progressi della teoria e della ricerca che estendono questi approcci in modi interessanti. Durante il corso, gli studenti svilupperanno una solida comprensione di alcune delle principali prospettive economiche che guidano lo studio delle organizzazioni ed esamineranno come vengono testate le diverse prospettive teoriche.</p>
Obiettivi di apprendimento	<p>Questo corso è pensato per sviluppare le capacità di discutere e criticare sia gli argomenti che le prove. Gli studenti non devono solo comprendere le argomentazioni, ma anche essere in grado di parlarne ed estenderle. Le letture di ogni lezione comprenderanno in genere alcuni "classici" che definiscono la particolare prospettiva, alcuni sviluppi teorici e/o empirici più recenti della prospettiva e critiche implicite o esplicite della prospettiva di base.</p> <p>Alla fine del corso, gli studenti apprenderanno:</p> <ul style="list-style-type: none"><li>• Le principali teorie organizzative</li><li>• La capacità di comprendere le ragioni principali per cui le teorie specifiche sono utilizzate per comprendere i fenomeni organizzativi.</li><li>• La competenza di utilizzare le teorie organizzative per fare ricerca accademica</li></ul>
Metodologie didattiche	<p>In ogni lezione verranno presentati tre articoli. Gli articoli, assegnati dai docenti, saranno due "empirici" e uno "teorico/di revisione della letteratura". Tre gruppi di due studenti presenteranno gli articoli empirici (un articolo per gruppo). Tutti gli studenti dei gruppi che presentano gli articoli sono tenuti a partecipare attivamente alla presentazione e alla discussione.</p>
Corso su competenze trasversali, interdisciplinari, transdisciplinari	<input type="checkbox"/> Sì <input checked="" type="checkbox"/> No



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Possibile  
partecipazione di  
dottorandi di altri  
corsi

- Sì  
 No

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Prerequisiti  
(non obbligatorio)

NESSUNO

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Modalità d'esame  
(se previsto)

In-class article presentation & Discussion (60%)  
Individual literature review on selected topics (40%):

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Materiale studio

ELENCO DELLE LETTURE OBBLIGATORIE

**Organization theories: an overview**

- Puranam P., 2017, An introduction to the micro-structural approach to organization design. In *The Microstructure of Organizations*, Ch. 1, Oxford

**Decision making and bounded rationality**

- GAVETTI, G., GREVE, H. R., LEVINTHAL, D. A., & OCASIO, W. (2012). THE BEHAVIORAL THEORY OF THE FIRM: ASSESSMENT AND PROSPECTS. *ACADEMY OF MANAGEMENT ANNALS*, 6(1), 1-40.
- MILOSEVIC, I., BASS, A. E. & COMBS, G. M. (2018). THE PARADOX OF KNOWLEDGE CREATION IN A HIGH-RELIABILITY ORGANIZATION: A CASE STUDY. *JOURNAL OF MANAGEMENT*, 44, 1174–201.
- SHRESTHA, Y. R., BEN-MENACHEM, S. M., & VON KROGH, G. (2019). ORGANIZATIONAL DECISION-MAKING STRUCTURES IN THE AGE OF ARTIFICIAL INTELLIGENCE. *CALIFORNIA MANAGEMENT REVIEW*, 61(4), 66-83.

**Transaction Cost Economics**

- Brouthers, K.D., 2013, "Institutional, cultural and transaction cost influences on entry mode choice and performance", *Journal of International Business Studies*, Vol. 44, No. 1, pp. 1-13
- Poppo, L., Zenger, T. 1998, "Testing Alternative Theories of the Firm: Transaction Cost, Knowledge-Based, and Measurement Explanations for Make-or-Buy Decisions in Information Services", *Strategic Management Journal*, Vol. 19, No. 9 (Sep., 1998), pp. 853- 877
- Williamson O.E., 1985, *The Economic Institutions of Capitalism*, The Free Press, New York, ch. 3, 68-83 [full chapter]

**Motivation and people management**

- Jiang, K., Lepak, D.P., Hu, J. and Baer, J.C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55, pp. 1264-1294
- Latham, G.P., & Pinder, C.C. (2005). Work motivation theory and research at the dawn of the twenty-first century, *Annual Review of Psychology*, 56(1), 485-516.
- Richer, S. F., Blanchard, C., & Vallerand, R. J. (2002). A motivational model of work turnover. *Journal of Applied Social Psychology*, 32(10), 2089-2113.

**Organization and its Environment: Contingency Theories**

- BIRKINSHAW, J., NOBEL, R., RIDDERSTRÅLE, J., 2002, KNOWLEDGE AS A CONTINGENCY VARIABLE: DO THE CHARACTERISTICS OF KNOWLEDGE PREDICT ORGANIZATION STRUCTURE? *ORGANIZATION SCIENCE*, VOL. 13, NO. 3, KNOWLEDGE, KNOWING, AND ORGANIZATIONS, PP. 274-289
- DRAZIN R., VAN DE VEN A.H., 1985, ALTERNATIVE FORMS OF FIT IN CONTINGENCY THEORY, *ADMINISTRATIVE SCIENCE QUARTERLY*, 30 (4), 514-539.
- SINE, W.D., MITSUHASHI, H. & KIRSCH, D.A., 2006. Revisiting Burns and Stalker: Formal structure and new venture performance in emerging economic sectors. *Academy of Management Journal*, 49, 121-132.

**Organizations and Institutions**

- Kostova, T., & Roth, K. (2002). Adoption of an organizational practice by subsidiaries of multinational corporations: Institutional and relational effects. *Academy of Management Journal*, 45(1), 215-233.
  - Pache, A. C., & Santos, F. (2013). Inside the hybrid organization: Selective coupling as a response to competing institutional logics. *Academy of Management Journal*, 56(4), 972-1001.
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- Scott, W. R. (2010). Reflections: The past and future of research on institutions and institutional change. *Journal of Change Management*, 10(1), 5-21.

**Organizational Resilience**

- DesJardine M., Bansal, P., Yang, Y., 2019, "Bouncing Back: Building Resilience Through Social and Environmental Practices in the Context of the 2008 Global Financial Crisis", *Journal of Management*, Vol. 45 No. 4, 1434–1460
- Marcazzan, E., Campagnolo, D., & Gianecchini, M. (2022). Reaction or anticipation? Resilience in small-and medium-sized enterprises. *Journal of Small Business and Enterprise Development*, 29(5), 764-788.
- Raetze, S., Duchek, S., Maynard, M. T., & Wohlgemuth, M. (2022). Resilience in organization-related research: An integrative conceptual review across disciplines and levels of analysis. *Journal of Applied Psychology*, 107(6), 867.

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**Informazioni  
aggiuntive**

Verrà inoltre fornito un elenco di letture suggerite

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Course unit English denomination	ORGANIZATION THEORIES
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Teacher in charge (if defined)	PROF. DIEGO CAMPAGNOLO PROF.SSA MARTINA GIANECCHINI
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Teaching Hours	20
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Number of ECTS credits allocated	4
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Course period	2ND TERM (January – March 2025)
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Course delivery method	<input checked="" type="checkbox"/> In presence <input type="checkbox"/> Remotely <input type="checkbox"/> Blended
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Language of instruction	English
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Mandatory attendance	<input type="checkbox"/> Yes (% minimum of presence) <input checked="" type="checkbox"/> No
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Course unit contents	<p>The objective of this course is to introduce students to fundamental questions and theoretical approaches in the study of organizations, and to the fundamental issues about organizational design. The readings are organized historically and thematically to capture the intellectual trajectories of organization theory and various shifts in emphasis: from workers to managers, from organizational processes to outputs, from studies of single organizations in their environments to studies of collective action in organizational populations and fields. Students are expected to complete all the readings prior to class.</p> <p>Our primary goal is to cover the major theoretical approaches to organizations, and we will examine recent advances in theory and research that extend these approaches in interesting ways. During the course, students will develop a solid understanding of some of the major economic perspectives guiding the study of organizations and they will examine how different theoretical perspectives are tested.</p>
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Learning goals	<p>This course is designed to develop your skills in discussing and critiquing both arguments and evidence. Students not only need to understand the arguments, but also need to be able to talk about them and extend them. Each lesson's readings will typically include some "classics" defining the particular perspective, some more recent theoretical and/or empirical developments of the perspectives, and either implicit or explicit critiques of the basic perspective.</p> <p>At the end of the course, students will learn:</p> <ul style="list-style-type: none"><li>• Main organizational theories</li><li>• The capability to understand the main reasons with specific theories are used to understand organizational phenomena</li><li>• The competence of using organization theories for doing academic research</li></ul>
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Teaching methods	<p>In each class there will be a presentation of three articles. The articles, assigned by the lecturers, will be two "empirical" article and one "theoretical/literature review" article. Three groups of two students will present the empirical articles (one paper each group). All the students of the groups presenting the articles are required to actively participate to the presentation and discussion.</p>
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Course on transversal,  
interdisciplinary,  
transdisciplinary skills

Yes  
 No

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Available for PhD  
students from other  
courses

Yes  
 No

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Prerequisites  
(not mandatory)

NONE

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Examination methods  
(in applicable)

In-class article presentation & Discussion (60%)  
Individual literature review on selected topics (40%):

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Suggested readings

LIST OF REQUIRED READINGS

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Decision making and bounded rationality

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**Additional information**

A list of suggested readings will also be provided

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