

SOCIOLOGY OF ORGANIZATION

2019-20 LM 59, 63, 87/88 9 ECTS

Prof. Matteo Villa

ATTENTION: program modified according to the suspension of teaching activities in the classroom due to the coronavirus. The changes concern the options to be chosen in the third part (see below):

- Option 1 is suspended until it is possible to conduct the laboratory (Autumn 2020 or in the new year, June 2021).
- A new option number 4 is proposed and will remain valid for the duration of the programme.

Course title

Organizational processes in complex societies. Theoretical-methodological approaches, practices and experiments in the face of new challenges.

Purpose. The aim of the course is to learn some theoretical and methodological approaches to the study of organizational processes in the world of production, associative systems and welfare systems. Reflection and analysis are based on international studies and research aimed at understanding these mechanisms in a complex and deeply changing society in the face of the social, economic and environmental challenges. To this end, for a part of the course students are offered the choice between a practical experimental laboratory and two thematic paths on current topics.

Programme (contents of the course).

Syllabus and examination program are divided into three parts, connected to each other:

The first part, "*Institutional - Theory and Practice of Organizing: The Different Approaches*", is mainly devoted to the exploration and study of the main organizational theories. The path revolves around some metaphors proposed by the author of the handbook: organizations as machines, organisms, brains, cultural systems, political systems, psychic prisons, flux and transformation, instruments of domination.

The second part, "*Single-subject - Complexity, ecology and organizational processes: the contribution of Gregory Bateson*", goes deep into one of the approaches discussed in the first part, the complexity theory, moving from the original and eclectic contribution of Gregory Bateson up to few current developments.

The third part, "*Research - Organizational change and the current challenges*" discusses the problems of organizational knowledge, learning and change with three options on highly topical issues among which the student must choose one:

- Option 1. **LABORATORY** (mandatory participation: **suspended due to health emergency until the conditions are in place**): *Learning, leadership and decision-making processes in democratic organizations: knowledge, experimentation and learning of methods and tools to support decision-making processes in democratic organizations (with particular reference to nonprofit, cooperative, associative and spontaneous organizations and to public-private systems of participatory governance).*
- Option 2. **THEMATIC PATH: Bureaucracy, Managerialism and Participation: ambivalence of changes in welfare systems:** theoretical analyses and case-studies on the current processes of transformation in the forms of government, participation and management of public-private welfare systems and on the ambivalent effects on the relationship between citizens and Institutions and in the system of rights and duties.
- Option 3. **THEMATIC PATH: Ecology, evolution and organizational processes: systemic approaches to sustainable development:** problems and theoretical and methodological

perspectives on the relationship between society, economy and the environment, and tools for organizational innovation towards sustainability.

- Option 4 (**new addition**). *THEMATIC PATH: IV Industrial revolution and organizational processes: the political, socio-economic and environmental implications of the second machine age: organizational changes and risks and opportunities of digitization of production and information processes through the development of robotics, additive technologies, integrated automation, internet of things, virtual reality, use of big data, cloud and artificial intelligence.*

Bibliography (Required texts):

I PART – *Institutional. Theory and Practice of Organizing: The Different Approaches*

- G. Morgan, *Images. Le metafore dell'organizzazione*, Milano, FrancoAngeli 2002 (reprint 2015). EN Edition: *Images of Organizations*, Sage, London
- G. Bonazzi, *Il cambiamento del paradigma organizzativo nel 20° secolo: alcune ripercussioni sulle convinzioni profonde*, Sociologia del lavoro, N. 100, 2005

II PART – *Single-subject. Complexity, ecology and organizational processes: the contribution of Gregory Bateson*

- G. Bateson, *Verso un'ecologia della mente*, Adelphi, 2000. Only the Chapters: "Le categorie logiche dell'apprendimento e della comunicazione" "Il ruolo del cambiamento somatico nell'evoluzione", "Ecologia e flessibilità nella civiltà urbana"
- G. Bateson, *Mente e Natura. Un'unità necessaria*, Milano: Adelphi, 1984. Only the Chapters: 2. "Ogni scolareto sa che...", 7. "Dalla classificazione al processo"
- H. Tsoukas, *Complex Knowledge. Studies in Organizational Epistemology*, Oxford, Oxford University Press, 2005. Only the "Introduction" and the Chapters 8. and 9.

III PART – *Research. Organizational change and the current challenges* Choose one option between the following ones:

Option 1. LABORATORY (mandatory participation: **suspended due to health emergency until the conditions are in place**): *Learning, leadership and decision-making processes in democratic organizations:*

- E. Goffman, *The Presentation of Self in Everyday Life*, New York: Garden City, 1959. Only the third chapter: "Regions and Region Behaviour"
- G. Bateson, *Verso un'ecologia della mente*, Milano, Adelphi, 2000 (o edizione più recente). Solo i capitoli: Solo i saggi: "Verso una teoria della schizofrenia" e "I requisiti minimi di una teoria della schizofrenia". EN Edition: *Steps to an Ecology of Mind*, Only the Chapters: "Toward a Theory of Schizophrenia", "Minimal Requirements for a Theory of Schizophrenia"
- K. Lewin, *La teoria, la ricerca, l'intervento*. Bologna, Il Mulino, 2005. Solo il capitolo VIII "Il problema della democrazia e il gruppo". EN Edition: *Paragraphs drawn from Resolving Social Conflicts. Selected Papers on Group Dynamics*
- P. Allen, S. Maguire, B. McKelvey (eds.), *The Sage Handbook of Complexity and Management*, Sage, London 2011. Only the Chapters 20 "Organizational learning and complexity science: exploring the joint potential" and 22 "Implications of complexity science for the study of leadership"

Option 2. THEMATIC PATH: *Bureaucracy, Managerialism and Participation: ambivalence of changes in welfare systems:*

- L. Bifulco, *Gabbie di vetro. Burocrazia, governance e libertà*, Milano, Bruno Mondadori, 2008. Only the Chapters: Premessa, Chapter 1. "Tempi moderni" and Chapter 6. "Gabbie di vetro".
- E. Ongaro, S. Van Thiel (eds.), *The Palgrave Handbook of Public Administration and Management in Europe*, Palgrave, 2017. Only the Chapters 46 "Public Administration in Europe North and South: Enduring Differences and New Cleavages" and 16 "Collaborative Governance and the Third Sector: Something Old, Something New"
- M. Bonetti, M. Villa, *In the shadow of legalism: understanding community participation in an overly-bureaucratic context*, Critical Policy Studies, 2014, Vol. 8 No. 4, pp. 447-464.
- S. Sabatinelli, M. Villa, *Happy ever after in the quasi-market place? The dowry logic of active labour policy in Lombardy Region*, International Journal of Sociology and Social Policy, 2015, Vol. 35, Issue 11/12.

Option 3. THEMATIC PATH: *Ecology, evolution and organizational processes: systemic approaches to sustainable development:*

- G. Bateson, *Verso un'ecologia della mente*, Milano, Adelphi, 2000 (o edizione più recente). Solo i saggi: "La spiegazione cibernetica", "Finalità cosciente e natura", "Forma, sostanza e differenza". EN Edition: *Steps to an Ecology of Mind*, Only the Chapters: "Cybernetic Explanation", "Conscious Purpose versus Nature", "Form, Substance and Difference"
- W.E. Stead, J.G. Stead, *Can Humankind Change the Economic Myth? Paradigm Shifts Necessary for Ecologically Sustainable Business*, Journal of Organizational Change Management, 1994, Vol. 7 No. 4, 1994, pp. 15-31.
- S. Benn, E. Baker, *Advancing Sustainability Through Change and Innovation: A Co-evolutionary Perspective*, Journal of Change Management, 2009, 9:4, 383-397.
- B. Siebenhüner, M. Arnold, *Organizational Learning to Manage Sustainable Development*, Business Strategy and the Environment, N. 16 2007, pp. 339-353.
- M.I. Winn, S. Pogutz, *Business, Ecosystems, and Biodiversity: New Horizons for Management Research*, Organization & Environment, published online 26 May 2013, DOI: 10.1177/1086026613490173 http://www.globalcompactnetwork.org/files/attivita/gdl%20ambiente/semin8luglio_roma/Organization%20Environment_2013_Pogutz.pdf

Option 4 (**new addition**). THEMATIC PATH: *IV Industrial revolution and organizational processes: the political, socio-economic and environmental implications of the second machine age:*

- P. Rossi, *L'innovazione organizzativa. Forme, contesti e implicazioni sociali*, Roma, Carocci, 2018. Solo Cap V: "L'innovazione dei processi di lavoro"
- A. Foryciarz, D. Leufer, K. Szymielewicz, *Black-Boxed Politics: Opacity is a Choice in AI Systems*, Medium, 2019. <https://medium.com/@szymielewicz/black-boxed-politics-cebc0d5a54ad>
- P. Fleming, *Robots and Organization Studies: Why Robots Might Not Want to Steal Your Job*, Organization Studies, 2019, Vol. 40(1), pp. 23-37. <https://journals.sagepub.com/doi/10.1177/0170840618765568>
- F. Butera, *Lavoro e organizzazione nella quarta rivoluzione industriale: la nuova progettazione socio-tecnica*, L'industria / n.s., a. XXXVIII, n. 3, luglio-settembre 2017, pp. 291-316. <https://www.rivisteweb.it/doi/10.1430/88846>
- A.M. Braccini, E.G. Margherita, *Exploring Organizational Sustainability of Industry 4.0*

under the Triple Bottom Line: The Case of a Manufacturing Company, Sustainability 2019, 11, 36, pp. 1-17. <https://doi.org/10.3390/su11010036>

- R.N. Lanyon-Hogg, *How Sustainable is the 4th Industrial Revolution?*, ITNOW, Volume 61, Issue 4, Winter 2019, Pages 20–23. <https://academic.oup.com/itnow/article-abstract/61/4/20/5628390?redirectedFrom=fulltext>

Methodological indications. Lectures are organized through theoretical-active teaching approaches, mainly based on Action-Research methods for learning and integrated use of Theory, Experience, Reflection. Lessons include mixes of oral presentations, practical exercises, discussion and comparison.

Attention: Starting from 9 March 2020 and for the whole semester, this mode has been replaced by online teaching. Info here: https://people.unipi.it/matteo_villa/didattica-in-rete-per-coronavirus/

Exam mode. Exams are based on oral test according to the art. 23 of University Regulations on Teaching Activity. The third part of the program can be addressed in a different way, consisting of a Practical Test through an oral presentation in a group (2 or 3 people) to be carried out in the classroom on the basis of an elaboration of the contents of the chosen option. Those who choose this mode will not be asked to answer questions on the third part of the program during the individual exam. Group presentations can be made in one of the three planned days per year. Dates and other information can be found on Professor's Institutional website.

Exams can be carried out in English.

Indications for non-attendants. All the Students, particularly Non-attending students, Not Italian Native Speakers and Erasmus Students, are encouraged to get as soon as possible all the information about courses, exams and other teaching issues (see below). To clarify any possible doubt, getting further information about courses, lectures and examinations held by Prof. Villa, or to discuss the syllabuses you can write an e-mail or access to the Office Hour (see below how to access).

Where to find further information:

Students are invited to carefully browse the institutional website of the teacher for further information on the programmes and their validity for previous courses and systems.

Lecturer e-mail: matteo.villa@unipi.it

Institutional website of the lecturer: https://people.unipi.it/matteo_villa/

Course Page: https://people.unipi.it/matteo_villa/sociologia-del-lavoro-e-dellorganizzazione/

Other Student Pages: https://people.unipi.it/matteo_villa/studenti/

Where to find texts:

- Articles of Options 2 and 3 of Bonetti and Villa, Sabatinelli and Villa, Stead and Stead, Benn and Baker, Siebenhüner and Arnold are published in online Scientific Journals to which the University of Pisa Library System is a subscriber. They can be downloaded for free by connecting through the University network or the VPN. Information on the Library System are on the dedicated website and on the Professor's Institutional Website.

- The text of Bifulco, *Gabbie di vetro. Burocrazia, governance e libertà* (Option 2), is hardly available in bookstores and on-line stores because out of the catalog. It is available at the Political Science Library.
- The text of M.I. Winn and S. Pogutz of option 3 can be downloaded directly from the indicated link.
- The articles of option 4 (with the exception of Rossi's essay) are available through online journals to which the University of Pisa's library system has a subscription and can be downloaded for free by connecting through the university network or the VPN. The article by A. Foryciarz, D. Leufer, K. Szymielewicz can be accessed directly from the link indicated.
- All other texts can be found in bookshops, online shops and in books or e-books available from the Library of Political Sciences.