

Working in digital and smart organizations

Prof. Luigi Enrico Golzio

Educational objectives:

- to introduce students to notions of smart” enterprises that have been able to adapt to changes through innovations the digital transformation industry 3.0 e 4.0 the platform disruption and the raising of new infomediaries companies
- to analyze organizational forms their functioning and digital working relations the «smartworking» the organizational change

Contents covered:

the technological (internet and ICT technologies) and organizational innovations

The digital economy and the disintermediation Digital transformation in

manufacturing companies, industry 3.0 e 4.0 Smart working The platform company or the infomediary company

Teaching methods used in each session

- inductive and active methods classroom and companies cases discussions, exercises and simulations
- Traditional methods to transmit theoretical concepts lesson, examples and Discussion

Exam

- The exam offers two choices for the student to select from:
the oral exam on the topics covered during the course and on the teaching material (slides) distributed during each
- writing a smart company case under the guidance of the teacher

Bibliography

- Professor's slides,
- Luigi Golzio, L'organizzazione dell'impresa di servizi, Giappichelli Editore, Torino, seconda edizione, 2021

Lalit Mantova 27/10/2025

UNIVERMANTOVA
THE THREE-YEAR DEGREE IN
“SCIENZE DELLA MEDIAZIONE LINGUISTICA”
SPECIALIZED COURSES OF STUDY:
LANGUAGES FOR INTERNATIONAL RELATIONS
(LALIR, L-12)
LANGUAGES FOR TOURISM MANAGEMENT
(LALIT, L-12)

COURSE
WORKING IN DIGITAL AND SMART ORGANIZATIONS
(SECOND YEAR, 6CFU, 36H, SECS/P010)
EDUCATIONAL OBJECTIVES, TEACHING METHODS,
PROGRAM OF CONTENTS COVERED
A.A. 2025-2026

CORSO WORKING IN DIGITAL AND SMART ORGANIZATIONS

Educational objectives:

- to introduce students to notions of: “*smart*” *enterprises* that have been able to adapt to changements through innovations; the digital transformation industry 3.0 e 4.0; the “*platform disruption*” and the raising of new infomediaries companies;
- to analyze organizational forms, their functioning and digital working relations: the «*smart working*», the organizational change;

Contents covered:

- the technological (internet and ICT technologies) and organizational innovations. The digital economy and the disintermediation. Digital transformation in manufacturing companies, industry 3.0 e 4.0. *Smart working. The platform company or the infomediary company*

Teaching methods used in each session:

- inductive and active methods: classroom and companies cases discussions, exercises and simulations;
- Traditional methods to transmit theoretical concepts: lesson, examples and discussion.

CORSO WORKING IN DIGITAL AND SMART



Sess.& slides	Scientific topics covered	Teaching material
Sess.1 Slides per 1-2-3 h.	Innovation & invention notions: similarities and differences. The product/service, technological, organizational, and marketing innovations. Discussion of the <i>Imprenditrici digitali a confronto</i> case	Professor's slides, <i>The Imprenditrici digitali a confronto</i> case
Sess.2 Slides per 4-5-6 h.	The «closed» innovation. The process organization form. The decision-making pathologies in the closed innovation: the <i>group think</i> . Discussion of the <i>Kodak case</i>	Professor's slides, <i>The Kodak case</i>
Sess.3 Slides per 7-8-9 h.	The «open innovation». The <i>spillover</i> . Typologies and the process. The transition and changes in the open innovation organization. Discussion of the <i>ENEL case</i>	Professor's slides, <i>The ENEL case</i>
Sess.4 Slides per 10-11-12 h.	The process technological innovation (I). Industry 3.0. & 4.0 transformation in manufacturing companies: from <i>smart machines</i> to the <i>smart factory</i> . The <i>lean</i> organization. Discussion of the <i>Pomigliano diventa smart</i> case	Professor's slides, <i>The Pomigliano diventa smart factory</i> case
Sess.5 Slide per 13-14-15 h.	The process technological innovation & the reorganization of work in services companies (I). From telephone banking to digital banking. Discussion of the <i>First Direct</i> case	Professor's slides, <i>The First Direct</i> case
Sess.6 Slide per 16-17-18 h.	The organizational innovation in services companies (II). The introduction of the SCRUM method in a <i>software company</i> . The organizational change. Discussion of the HTC case	Professor's slides, <i>The HCT case</i>

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N.Sess. & slides	Scientific topics covered	Teaching material
See.7 Slides per 19 -20-21 h.	The digital transformation of the cognitive work (I). Cases of CAD e the <i>call center</i> . The digital integrated information system: the l'ERP. Discussion of the <i>Albergo degli ulivi</i> case	Professor's slides <i>The Albergo degli ulivi case</i>
Sess.8 Slides per 22-23-24 h	The digital capitalism (I): data as economic goods. Digital technologies: internet in the business strategy. The platform company: types and the business model Discussion of the <i>Zip2</i> , Elon Musk's case, e <i>Basicnet</i>	Professor's slides <i>The Zip2, the Basicnet cases</i>
Sess.8 Slides per 25-26-27 h.	The platform company: the two side market, the multi-homing; the pricing. Discussion of the <i>Netflix case</i>	Professor's slides <i>The Netflix case</i>
Sess.10 Slides per 28-29-30 h.	The digital transformation and the disintermediation in the small-medium company (SME): l'e-commerce: the Amazon.com. platform and its success factorsI Discussion of the <i>Amazon-NexToSkin case</i>	Professor's slides <i>The Amazon-NexToSkin case</i>
Sess.11 Slides per 31-32-33 h.	The new digital professions: <i>the influencer and the personal branding</i> . New smart companies: <i>the influencer marketing agency</i> . Discussion of the <i>Blonde salad case</i>	Professor's slides <i>The Blonde salad case</i>

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N.Sess. & slides	Scientific topics covered	Teaching material
Sess.12 Slide per 34 -35-36 h.	Digital technologies and the <i>smart working</i> «restricted» & the agile «systemic» one: legal rules, application types and the organization of labor. Digital nomads. Discussion of the <i>Landoor case</i>	Professor's slides, The <i>Landoor case</i>

The learning assessment.

The exam offers two choices for the student to select from:

- the oral exam on the topics covered during the course and on the teaching material (slides) distributed during each sessions;
- writing a smart company case under the guidance of the teacher