

# Course of Leadership & Organizational Change

## Academic Year 2022-2023

**Teacher:**

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# 1 Course

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Name: Leadership and Organizational Change

Code: 1047637

Italian Scientific Sector: SECS-P10

Degree Course: Manimp – Business Management (Master Degree)

Language: English

Teacher: Prof. Mauro Gatti

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Leadership and Organizational Change is a 9 Credits (72 Hours) course of the Business Management Curriculum (Master Degree), aiming to allow students to learn the reasons and motivations behind the process of organizational change (with particular regard to radical-transformational change), the phases that characterize this process and the problems business firms face in effectively carrying out a project of change.

The topic of organizational change will be tackled by considering the most recent technological, operational, managerial and organizational innovations and the way in which they impact on business models, fundamental operational processes, organizational structures, culture and practices of Human Resource Management.

This will help to understand the fundamental variables of the organization, on which to lever for the effective implementation of the change project, having regard to organizational performance and the achievement and improvement of competitive advantage.

Moreover, the analysis of the relationships and interdependencies that characterize the abovementioned variables will allow to obtain a systemic view of the complex connections between organization, strategy and environment and how organizational change emerges from their mutual interaction.

## 2 Training Aims

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### 2.1 General Aims

The main objective of the course is to transfer analytical knowledge about the process of change management of the firm and the ways in which the leadership acts within organizations.

Students will be able to recognize, face and solve problems arising in the different phases of the organizational change (from the planning of the organizational change, to the mapping of factors that can inhibit or favor the success of the plan itself, to the identification of the supporting roles in the implementation of the change, to the monitoring of the achieved results), also allowing to frame the relationships among organizational, environmental, strategic and operational variables and their mutual link in the change processes, considering their impact on the business performance.

Through appropriate models of organizational analysis, the course will provide adequate knowledge on the effects of systemic change processes and their impact on the main organizational variables.

The course will also provide knowledge on how to exercise leadership in change processes, through the analysis and comparison of leadership styles that can lead to improvements in organizational climate and socio-relational context with respect to toxic leadership style.

The course intends to eventually transfer students with adequate knowledge about the role that organizational culture and processes have in managing human resources to support the effectiveness of change management.

These objectives will be pursued through the adoption of an appropriate mix of lectures, individual jobs, group exercises and testimonies of organizational experts from the business world.

## **2.2 Specific Aims**

### **2.2.1 Knowledge and understanding.**

At the end of the course, students will be able to recognize and face analytically the problems inherent in a process of organizational change, also thanks to the knowledge of models and tools applicable to the specific phases of planning, implementation and control of the change process.

This knowledge will be acquired by adopting an analytical perspective that considers the effects of changes on business models, on the main operational processes, on the organizational structure and practices and related to the development of Human Resources, aimed at understanding the existing systemic relationships among these components of the organizational action and their impact on the performance of the business firm.

Furthermore, the understanding of the links between environmental, strategic and organizational variables will allow to analyze and solve problems related to the different phases of the organizational change of the firm, in the search for consistency among these variables and in compliance with the economic conditions of the firm itself.

### **2.2.2 Applying knowledge and understanding.**

Through individual work and project work, also commissioned by important Italian entrepreneurial realities, students will be enabled not only to understand the origin, nature and typology of the various problems in-

herent in the processes of organizational change, but also to elaborate specific solutions using techniques, models and analysis tools transferred during the lectures.

The presentation by the students of the results of the group work will allow the development of capabilities for reflection and argumentation, together with the ability to exchange, share and display the results achieved.

Lectures from organizational experts coming from leading business organizations and the discussion of the related topics with the students, finally, will allow to corroborate - also with a practical feedback - the ability to apply the techniques and the results achieved by students themselves, and learn from any mistakes made.

### **2.2.3 Making judgements.**

The course, through mixed methods of content delivery (lectures, individual and group work, company testimonials), while devoting adequate space to the main theoretical models in the reference literature, intends to stimulate students to realize a personal vision of organizational phenomena, encouraging autonomy of judgment and the creative solution, even if oriented and guided by the teacher, of the consequent problems.

In particular, individual and group work will be designed to increase critical, reflexive and independent judging skills, including that aimed at avoiding the biases that characterize the decision-making processes in this area. solving, also with regard to the ethical and social consequences that distinguish organizational choices.

### **2.2.4 Communication skills.**

The performance of several case studies (at individual and group level) and the presentation of the results achieved is an important tool for the development of communication skills. In particular, the exercises are specifically designed to allow students to learn how to interact and communicate, simulating knowledge sharing activities and building consensus typical of real work contexts.

These skills represent a "natural" component of the contents of the course, given that the subject of organizational communication is a specific issue to be developed in order to support the organizational change process.

### **2.2.5 Learning skills.**

Considering the high transversal and multidisciplinary nature of the topics the course will deal with, the contents of which can easily be transferred even in organizational contexts other than business firms, the course of Leadership & Organizational Change allows to acquire theoretical, conceptual and applicative knowledge that can be used for a multiplicity of educational and practical paths subsequent to that of the three-year degree.

In addition, being the course the natural continuation of a master's degree course, not only in managerial or business areas, students will acquire skills that can be further developed, even independently, and used in companies, consulting firms and other organizations, as well as for the establishment of innovative, high-tech start-ups.

## 2.3 Pre-requisites

Although the issues of the organization can be learned independently from previous economic-business knowledge, an essential requirement for the students is, however, the possess of fundamental notions about the firm's economy and functioning, with particular regard to its nature, its characteristics - operational and management criteria and the economic and financial conditions that underlie its dynamics.

This knowledge is typically provided in Business Economics and Management courses, which for this reason must be considered mandatory to that of Leadership & Organizational Change.

## 3 Course Program

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### 3.1 Contents

The contents of the course of Leadership & Organizational Change articulates as follows.

- The theory of socio-technical systems: a multivariate model for the analysis of organizational change
- Theories underlying the process of organizational change
- Reasons for change and types of organizational change
- Process analysis and competencies analysis
- Process re-engineering: incremental vs. radical change
- The role of technology in process re-engineering
- The impact of the digital revolution on the organization
- The digital transformation
- Planning the radical change
- The implementation of change and resistance to change
- The impact of organizational change: structure and operational systems
- The control of organizational change: recovery of the multivariate model
- The role of organizational culture in change processes
- Leadership and change management
- Types of leadership
- Good leadership vs. toxic leadership
- Human resources and organizational change
- Monitoring the change process

### 3.2 Teaching Modalities

Classes will take place in the following days:

- Tuesday, from 10:00 to 12:00, room n° 6A
- Wednesday, from 10:00 to 12:00, room n° 6A
- Thursday, from 10:00 to 12:00, room n° 6A

The course will start on February 21st, 2023 and will end on May 25th, 2023.

### **3.3 Attendance**

Attendance of lessons is not mandatory, but strongly recommended. Not attending students must prepare for the final exam by studying the whole textbook (see Textbook Reference).

## **4 Evaluation**

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### **4.1 Aim of the exam**

The exam, consisting in a final written test (see Type of Exams below), will aim to verify the abilities and skills described in Section 2.2.

### **4.2 Exams Dates**

Exams dates in 2019 are as follows:

#### **Ordinary Sessions:**

June – July 2023 Session:

- 1<sup>st</sup> date: June 7<sup>th</sup>, 2023, at 10:00 am
- 2<sup>nd</sup> date: July 5<sup>th</sup>, 2023, at 10:00 am

September 2023 Session:

- 1<sup>st</sup> date: September 5<sup>th</sup>, 2023, at 10:00 am

January 2024 Session:

- 1<sup>st</sup> date: January 10<sup>th</sup>, 2024, at 10:00 am
- 2<sup>nd</sup> date: January 22<sup>rd</sup>, 2024, at 10:00 am

#### **Extra Sessions (only for out-of-course students):**

May and November 2023 Sessions:

- 1<sup>st</sup> date: May 9<sup>th</sup>, 2023, at 4:00 pm
- 2<sup>nd</sup> date: October 10<sup>th</sup>, 2023, at 10:00 am

### **4.3 Type of Exam**

The written test is mandatory for all students. It will consist of different batteries of questions, such as "true or false" or multiple choice questions, based on the entire recommended textbook (included boxes). Each correct answer is worth 1 point. No answers or wrong answers will be worth 0 (no penalties for wrong answers).

### **4.4 Overall Evaluation**

The final grade will be expressed as a grade out of 30. The final grade cannot be questioned.

## **5 Textbook Reference**

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The basic text for exam preparation is as follows: Graetz F., Rimmer M., Lawrence A., Smith A., *Managing Organizational Change*, 2014, Wiley, III Ed.

Other materials and handouts will be made available by the teacher during the course.