



UNIVERSITÀ DEGLI STUDI DI PALERMO

DEPARTMENT	Scienze Politiche e delle Relazioni Internazionali		
ACADEMIC YEAR	2020/2021		
MASTER'S DEGREE (MSC)	COMPLEX ADMINISTRATIONS AND ORGANIZATIONS SCIENCE		
INTEGRATED COURSE	LEGALITY, OCCUPATIONAL SAFETY AND ORGANISATIONAL CHANGE - INTEGRATED COURSE		
CODE	21247		
MODULES	Yes		
NUMBER OF MODULES	2		
SCIENTIFIC SECTOR(S)	IUS/07, M-PSI/06		
HEAD PROFESSOR(S)	BELLAVISTA ALESSANDRO	Professore Ordinario	Univ. di PALERMO
OTHER PROFESSOR(S)	BELLAVISTA ALESSANDRO	Professore Ordinario	Univ. di PALERMO
	CERESIA FRANCESCO	Ricercatore	Univ. di PALERMO
CREDITS	12		
PROPAEDEUTICAL SUBJECTS			
MUTUALIZATION			
YEAR	2		
TERM (SEMESTER)	1° semester		
ATTENDANCE	Not mandatory		
EVALUATION	Out of 30		
TEACHER OFFICE HOURS	BELLAVISTA ALESSANDRO Tuesday 10:00 12:00 Dipartimento di Scienze Politiche CERESIA FRANCESCO Monday 12:00 15:00 Il ricevimento si svolge da remoto attraverso la piattaforma TEAMS di Ateneo. Tuttavia, nel momento in cui si registra al ricevimento attraverso il portale UNIPa, lo studente può chiedere di effettuare il ricevimento in presenza, presso la stanza del docente sita al 2° piano del Dipartimento di Scienze Politiche e delle Relazioni Internazionali (DEMS) - Via Maqueda 324 Palermo.		

PREREQUISITES	Knowledge of the legal system and fundamental categories of private law, contract law, employment and labor law. Knowledge of the rules and constitutional principles (Fundamental principles; human rights; economic and social relations; division of competences between State and Regions). Basic knowledge of the main principles of corporate structure.
LEARNING OUTCOMES	Knowledge and Understanding LEGALITA' E SICUREZZA DEL LAVORO - Knowing and understanding the fundamentals principles of the employment relationship and of trade unions law, with particular reference to legality and compliance. - Capacity of interpretation of case law also dealt at lesson, of legal qualification (by relating facts to cases), of evaluation and awareness to address theoretical and practical problems of labor and trade unions law. PSYCHOLOGY OF ORGANIZATIONAL CHANGE Module Students will learn to design, implement and evaluate the effects of organizational change interventions carried out in public and private organizations. In more detail, students will be able to: 1. Know the main theories of organizational change 2. Understand the main psychological processes that underlie the activity of organizational change 3. Identify the main phases of an organizational change program 4. Understand why a program of organizational change can contribute to the development of an integrated corporate compliance model Capacity to apply knowledge and understanding. LEGALITA' E SICUREZZA DEL LAVORO Ability to connect the institutes of European labor law to national labor law - Understanding the operating mechanisms of legal institutions of labor law PSYCHOLOGY OF ORGANIZATIONAL CHANGE Module Students will be able to: (a) suggest strategies to help managers evaluate the quality of their strategic HR decisions; (b) identify the most effective human resources management and development practices to support organizational change programs; (c) provide advice to managers on the most effective organizational change practices, in order to improve the learning and performance of workers at a level of individual, group and community analysis; (d) define a strategic approach to organizational change for public companies; (e) design, implement and evaluate organizational change programs. In addition, students will be invited to develop qualitative models of System Dynamics (SD) and interactive learning environments to support organizational change programs, especially considering the role of professional, organizational and national cultures in influencing the effectiveness of such programs. Making judgements LEGALITA' E SICUREZZA DEL LAVORO Capacity to solve problems which may arise in labor law standards. - Critical evaluation of the origins and of the current provisions and of the reforms of labor law occurred over the years. PSYCHOLOGY OF ORGANIZATIONAL CHANGE Module Through SD-based case-study analyzes, students learn to evaluate the effectiveness and sustainability of organizational change programs. They also learn to evaluate learning and individual and organizational performance. Students learn to detect the limitations of conventional approaches (theories, techniques and tools) to support the process of organizational change, to understand the effectiveness (and the pitfalls) of the SD approach in enhancing the process of organizational change. Communication LEGALITA' E SICUREZZA DEL LAVORO Communicating knowledge gained clearly. Capacity of understanding the principal institutes of European and national labor law. Capacity of orientation among doctrinal contributions. PSYCHOLOGY OF ORGANIZATIONAL CHANGE Module Students will be able to present and discuss relevant bibliographic sources as well as the results of their case studies analyzed in class. They will also present the results of modeling and simulation sessions to the stakeholders of the organizations and interested academics. Learning skills LEGALITA' E SICUREZZA DEL LAVORO

	Students will acquire the necessary skills to independently manage their work of analysis and study. PSYCHOLOGY OF ORGANIZATIONAL CHANGE Module Students will acquire the necessary skills to independently manage their work of analysis and study.
ASSESSMENT METHODS	Final ORAL EXAM (maximum vote 30) The exam consists in an interview aimed to verify the level of knowledge of the agenda; the skill in using a legal language and the ability to develop a critical reasoning on the basis of theoretical knowledge. The evaluation will follow the evaluation grid ununderscored -Excellent outcome 30 -30 and praise: good knowledge of the topics, excellent property 'of language, excellent analytical skill; - Very good outcome 26-29: good knowledge of the topics, good property 'of language, good analytical skill ; - Good outcome 24-25: Basic knowledge of the main topics, discreet language skills, - Satisfactory outcome 21-23: the student does not show complete mastery of Main topics of the course, while possessedone knowledge fundamental; shows still good enough - Sufficient Outcome 18-20: minimal knowledge of the main topics and technical language, - Insufficient outcome: the student does not have an acceptable knowledge of content of the various topics on the agenda. Written test in progress. The written test will consist of open-ended questions (minimum three), and will last from two to four hours . The exam is aimed at verifying the knowledge of the students, their critical skills , and the ability to use legal language. An ongoing written test will be carried out. This written test will consist of 20 questions, or closed stimuli (10 relating to the LEGALITY AND SAFETY OF WORK module and 10 relating to the PSYCHOLOGY OF ORGANIZATIONAL CHANGE module) each of which accompanied by three closed answers. Each correct answer will be awarded 1 point, each omitted answer will be awarded 0 points, and each incorrect answer will be awarded -0.5 points. The test will have a total duration of 20 minutes. The ongoing test tends to verify the skills and knowledge acquired up to that moment and related to the two disciplinary areas in which the Integrated Course is articulated. The ongoing test - if passed with at least 6 points for each module - will allow the student to consider the program of the course held up to the time of the test as acquired, with the consequence that the final oral exam will not concern that part of the program that is been the subject of the ongoing test. Therefore, in the event that the student obtains a score lower than 6 point in one of the two modules, the test will not be considered passed for either of the two modules. The score of the ongoing test will be attributed by means of a mark expressed out of thirty, according to the following rule: 0-11 points: test not passed 12 points: 18 12.5 points: 19 13 points: 20 13.5 points: 21 14 points: 22 14.5 points: 23 15 points: 24 15.5 points 25 16 points: 26 16.5 points: 27 17 points: 28 17.5 points: 29 18 points: 30 19-20 points: 30 cum Laude The ongoing test will weigh 50% of the final grade. During the lessons part of the PSYCHOLOGY OF ORGANIZATIONAL CHANGE module that will be held after the carrying out of the ongoing written test indicated above, three exercises will be carried out, each of which will be subject to an evaluation expressed out of thirty. The exercises will focus exclusively on topics relevant to the program of the PSYCHOLOGY OF ORGANIZATIONAL CHANGE module. More specifically, students will have to face and solve three business case studies, and this will allow them to verify their ability to: - develop and / or apply original ideas even in different application contexts, - collect and interpret relevant data, integrate knowledge and manage complexity, - make judgments even with incomplete data, - solve problems in new or unfamiliar areas, enclosed in wider and / or interdisciplinary contexts, - create and support arguments. Students who have completed all three exercises will be awarded an overall mark resulting from the average of the marks obtained in each of the three exercises.

	This mark - if higher than 18 and if accepted by the student during the final oral exam - can be used by the Commission to calculate the final mark to be attributed to the student, having taken note of the results of the ongoing written test and of the final oral exam on the topics of the LEGALITY AND WORK SAFETY module. Students can always and in any case ask to take the final oral exam also on the topics of the PSYCHOLOGY OF ORGANIZATIONAL CHANGE module.
TEACHING METHODS	Legalità e sicurezza del lavoro Lectures, seminars and tutorials PSYCHOLOGY OF ORGANIZATIONAL CHANGE Module Lesson and exercises. A part of the Course will be managed through the UNIPA e-learning platform, to which the student has to connect to view the following lessons: - Theories of organizational change (6 hr) - Analysis of organizational culture (3 hr) - The management of the resistance to organizational change (5 hr) All exercises and other Course's lessons will be managed in the classroom.

MODULE
LEGALITY AND SAFETY AT WORK

Prof. ALESSANDRO BELLAVISTA

SUGGESTED BIBLIOGRAPHY

Testi consigliati:

A. Bellavista, Impresa illecita e diritto del lavoro, Palermo, 2021. La dispensa è reperibile sulla pagina web del corso.
Per gli studenti frequentanti, inoltre, verrà distribuito ulteriore materiale didattico su argomenti che verranno trattati a lezione.
Per gli studenti non frequentanti è altresì richiesta la conoscenza dell'integrale programma del corso di diritto del lavoro della laurea triennale.

Al fine di riprendere istituti lavoristici e del diritto sindacale che verranno trattati durante il corso, si consiglia:

1) Garilli – Garofalo – Ghera, Diritto del lavoro, Giappichelli, Torino, u. ed. Isbn 9788892131927; oppure in alternativa Carinci - De Luca Tamajo - Tosi - Treu, Il rapporto di lavoro subordinato, Utet, Torino, u. ed. Isbn 9788859820819

2) Carinci - De Luca Tamajo - Tosi – Treu, Il diritto sindacale, Utet, Torino, u. ed. Isbn 978-8859818892

AMBIT	50522-giuridico
INDIVIDUAL STUDY (Hrs)	108
COURSE ACTIVITY (Hrs)	42

EDUCATIONAL OBJECTIVES OF THE MODULE

Critical awareness of labor law and its values in the current context of corporate compliance and crime prevention. Ability to manage legal language and using it in a comprehensive and convincing manner. Knowledge of the different regulatory techniques to ensure legality within the management of employment law and industrial relations, according with the main doctrinal dissertation and in the light of the most significant jurisprudential orientations.

SYLLABUS

Hrs	Frontal teaching
8	general part - legality and work relationship
6	Legality and management of labor relations: Recruitment and management of regular and submerged work
6	The correct selection of contract types (fixed-term contract, part-time, voucher, administration, contracting, collaborations)
6	Legality and regularity in the management of the employment relationship: ius variandi and risk of demansion; targeted and functional management of working time
6	Economic and regulatory treatments: Analysis and study of the phenomenon of collective bargaining on the downside
10	job security: structure of Legislative Decree no. 81/2008; identification of obliged subjects in security and delegation of functions; "Organization and management models"

MODULE ORGANISATIONAL CHANGE PSYCHOLOGY (MODULE)

Prof. FRANCESCO CERESIA

SUGGESTED BIBLIOGRAPHY

Warner W. Burke (2010). Il cambiamento organizzativo. Teoria e pratica. Franco Angeli Editore - ISBN: 978-8856811421
Articoli forniti dal docente - Papers provided by the professor.

AMBIT	50525-processi decisionali ed organizzativi
INDIVIDUAL STUDY (Hrs)	108
COURSE ACTIVITY (Hrs)	42

EDUCATIONAL OBJECTIVES OF THE MODULE

The main contribution that the psychological dimension can give to the development and implementation of an integrated model of corporate compliance is to present the organizational changes proposed in the company's DNA, and this in order to ensure sustainability - in the medium and long term - of new corporate compliance procedures.

The greatest effort is to make the company management understand that the problems with which the company is confronting (for example, the prefect's disqualification) do not represent the problem to be attacked, but only the symptom of the presence in the company of dysfunctional organizational models with respect to an integrated (cultural) corporate compliance model. The company must therefore understand that the prefect's disqualification is only one of the many ways in which this dysfunction can occur. Acting on the symptom is not only ineffective but risks being counterproductive, since it can aggravate it as well as delay the maturation of a full awareness of the importance of adopting a model of "integrated corporate compliance".

Particular attention will be given to the analysis of organizational culture. Making explicit the corporate organizational culture - which by its nature is latent - allows management to reflect on it and on its ability to continue to ensure corporate success. It will therefore be the company management itself to undermine some (certainly not all) of the cultural nuclei that distinguish their own DNA, thus creating the conditions for a sustainable implementation of the organizational models proposed by the integrated compliance model. Not carrying out this step could seriously run the risk of redefining or re-engineering the organizational compliance models of the company as the operational precipitate of the need to respond to the request for a mere compliance with the rules and rules violently imposed by the external and not integrated with the corporate cultural models. The effect would be to generate a "façade" change, solely aimed at demonstrating to third parties that they had done their jobs well, and this in the hope of obtaining "promotion". In the imagination of the company management, finally obtained the promotion, everything could return to work in good part as before. The organizational models of corporate compliance would be progressively declassified as a tedious - though necessary - bureaucratic fulfillment and then debased of their cultural scope.

The course therefore aims to provide students with the knowledge and understanding in the field of techniques and tools for the design, implementation and evaluation of organizational change programs.

It is specified that can not be taught the use of any knowledge and intervention tools and technics reserved to the profession of psychologist, as the exercise of such tools is protected by the law establishing such professional.

Both real-world applications and research will be emphasized throughout the course.

A Community-Based Learning (CBL) approach will be adopted.

Lessons, Community-Based Learning Activities, Action Learning, Case-study, Discussion, UNIPA e-learning Platform.

A part of the Course will be managed through the UNIPA e-learning platform, to which the student has to connect to view the following lessons:

- Theories of organizational change (6 hr)
- Analysis of organizational culture (3 hr)
- The management of the resistance to organizational change (5 hr)

All exercises and other Course's lessons will be managed in the classroom.

SYLLABUS

Hrs	Frontal teaching
4	Compliance and Organizational Change
6	Theories of organizational change
3	Analysis of organizational culture
6	Design of an organizational change program
2	Implementation of an organizational change program
5	The management of the resistance to organizational change
2	Evaluation of a program of organizational change
Hrs	Practice
6	Design of an organizational change program
6	Implementation of an organizational change program
2	Evaluation of a program of organizational change