# Psychology of Assessment and Development in Organisations

## Prof. Franco Iacometti; Prof. Fabio Cecchinato

## ***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The aim of the course is to teach students the main skills needed by human resources psychologists to use the tools for evaluating, diagnosing, directing and implementing professional interventions in the field of psychology applied to the individual, the group and the organisation.

The course also aims to stimulate constructive reflection on the students' professional futures, including preferences and career choices in the role of the human resources psychologist, consultant and/or human resources specialist who contributes and guides individual-organisation interaction.

*Knowledge and understanding*

At the end of the course, students will be able to:

* Know the main styles of leadership and the tools available for its development.
* Understand the psychological aspects related to organisational change initiatives.
* Read and interpret the functioning of the main relational dynamics in social and organisational contexts.
* Understand and distinguish the different approaches, methods and systems of performance and potential assessment.
* Analyse human resource management devices, their design and use through critical and reflective categories.
* Understand the practice of coaching from a methodological point of view as well as its psychological and cultural implications.

*Ability to apply knowledge and understanding*

At the end of the course, students will be able to:

* Choose the most suitable methods, techniques and tools based on the human capital development improvement goals expected in complex organisational contexts.
* Design processes and performance evaluation systems.
* Design solutions for potential assessment.
* Design and co-conduct Assessment and Development Centre sessions.
* Evaluate and conduct a coaching conversation.

***COURSE CONTENT***

The course is divided into two modules developed in parallel and integrated for a total of 60 hours and 8 ECTS.

First Module. *Prof. Franco Iacometti* (30 hours)

The course will consider the influences of the social dynamics experienced by the individual when coming into contact with groups and organisations. Theoretical and research models for analysing the effectiveness of individual behaviour in the organisational context are presented through a focus on personality, work styles, attitudes, motivation, power, authority, leadership, and national and cross-cultural organisational culture, as well as the role of the fit between personal values and professional and cultural values when choosing one's employment and career growth.

Unit 1

Presentation of the course: structure, content and teaching methods

Unit 2

Leadership: from trait theories to contingency theories

Unit 3

Organisational behaviour and psychological preferences: the MBTI model

Unit 4

Psychological types and organisational dynamics

Unit 5

Individual relational needs

Unit 6

Feedback tools: operating logics and conditions of use

Unit 7

Resilience and stress management in the work environment

Unit 8

Construction of a development plan for the improvement of leadership skills

Unit 9

Cross-cultural influencing styles and dimensions

Unit 10

Organisational change and psychological transition

Second Module*. Prof. Fabio Cecchinato* (30 hours)

This module intends to introduce students to a knowledge and critical use of certain performance and human resources potential assessment devices.

In particular, through the deconstruction and reconstruction of concrete cases, we will analyse the implications of the need to exploit one's contextual knowledge of the working environments encountered and one's care in the languages used.

Students will be helped to use a reflective and critical eye through the concrete exploration of development assessment practices and their methodological and technical form. In particular, activities such as performance and potential assessments, and accompanying and individual learning settings (coaching) will be addressed.

Unit 1

Introduction to Performance Management

Unit 2

The history of Performance Management

Case History

Unit 3

The centrality of Performance Management systems

Case History

Unit 4

Current developments in Performance Management

Case History

Unit 5

The Neo-managerial culture in Performance Management

Unit 6

Introduction to the evaluation of Potential

Unit 7

Designing the evaluation of Potential

Case History

Unit 8

Potential evaluation experiential workshop

Unit 9

The potential profile and design of the assessment centre

Unit 10

Reworking the pathway and conclusions

***READING LIST***

Part 1

H.L. Tosi-M. Pilati, *Comportamento Organizzativo,* Egea, Milan, 2017, 3rd ed. Chapters 1, 2, 3, 5, 10, 11, 12 and 13.

Selection of articles in Italian and English taken from specialised scientific journals.

Part 2

*Performance management and talent management*

D. Boldizzoni-L. Quaratino, *Risorse Umane,* Il Mulino, Bologna, 2014. Chapter 4: *La valutazione: dalle prestazioni alle competenze* (pp. 91-126).

R. Boccalari, *Talent Management. Agenda per gli anni 2010.,* *Sviluppo e Organizzazione,* March-April 2011.

Coaching

R. Montalbano, *Le evoluzioni del coaching,* Sviluppo & Organizzazione, no. 1, 2012.

Further reading

F. Cecchinato, *Oltre il Neomanagement. Verso una gestione delle persone sostenibile e generativa,* Guerini, Milan, 2019.

S. Tosoni- F. Cecchinato, *Empowerment and emotions in “new Management” and generativity driven organizations,* in M. MAGATTI (ed.), *Social Generativity. A relational paradigm for social innovation,* Routledge, Abingdon, 2017.

B. Vidaillet, *Valutatemi! Il fascino discreto della meritocrazia,* NovaLogos, 2018.

***TEACHING METHOD***

In addition to classroom teaching, both modules will use specific learning tools and methodologies: interventions by expert professionals, readings, materials and assessment tools, videos, case studies, presentations in small groups and interviews.

***ASSESSMENT METHOD AND CRITERIA***

An oral exam.

For the part based on the contents of the lectures, students are assessed on the first module by way of a group work involving the in-depth study and presentation, in English, of a specific topic, as well as the oral exam, in Italian, conducted by the two lecturers. The exam will include questions from lecturers who will evaluate students’ reasoning and their ability to analyse the course's topics, as well as their language and communication skills.

For the second module, students will be assessed by way of an oral exam on the reading list indicated at the beginning of the course.

For the part based on the textbooks, students are assessed by way of an oral exam conducted, in Italian, by the two lecturers; in addition to assessing students' knowledge, reasoning skills and analytical rigour regarding the course topics, the lecturers also assess their language command and communication skills. Assessment will include questions on the texts indicated in the second module reading list and, for the first module, in addition to the text indicated in the Reading List, questions on the English text by P. Hollingworth, *The Light and Fast Organization. A New Way of Dealing with Uncertainty*, Ed. Wiley.

There will be a single final mark consisting of the average of the two marks obtained in the two modules of the course.

The mark obtained in each module, on a 30-point scale, will be based on the knowledge and skills mentioned above according to the following ranges: - incomplete or insufficient knowledge and skills: lower than 18; - fair but not very thorough knowledge and skills: 18-22; good knowledge and skills: 23-26; excellent knowledge and skills: 27-30.

***NOTES AND PREREQUISITES***

There are no prerequisites for attending the course. However, intellectual interest and curiosity in the topics of assessments, organisational development and, more generally, the management and development of a company's human resources are assumed.

Further information can be found on the lecturer's webpage at http://docenti.unicatt.it/web/searchByName.do?language=ENG or on the Faculty notice board.