

FOCUS UNIVERSITY INSTITUTE
Madrid, Spain

LEADERSHIP, ORGANIZATIONAL TRANSFORMATION, AND THE FUTURE OF WORK

Program Developer: Luis Fernando (Lou) Villalba, PhD., EdD.

Course Code:	LTF 506 (Provisional)
Credits:	3 North American Graduate Credits / Proposed 6 ECTS
Academic Level:	Graduate (Master's)
Duration:	14 Weeks
Student Workload:	Approximately 150 Hours (42 Guided + 108 Independent)
Delivery Mode:	Madrid-Based, Online, or Blended
Program/Stage:	Master of Business Administration with a Concentration in Business and Sustainability / Common Trunk
Professor:	
Office Hours:	[To be determined]
Contact:	[To be determined]

1. Course Description

This common-trunk graduate course forms part of the Master of Business Administration with a Concentration in Business and Sustainability. It contributes executive leadership, human-resource management, organizational behaviour, change, workforce strategy, and the future of work to a full-function MBA spanning the principal areas of business administration. The concentration strengthens the program through explicit sustainability outcomes and applications without replacing its broad MBA identity or creating complete course-for-course equivalence with another institution's curriculum.

The course integrates organizational behaviour, organization development, change leadership, systems thinking, stakeholder participation, workforce evidence, and implementation. Students diagnose strategy, structure, culture, capabilities, climate, networks, readiness, and stakeholder interests; compare planned, emergent, and participatory approaches; and design feasible transformation architectures with governance, communication, learning, measures, safeguards, and adaptation.

Particular attention is given to inclusive and distributed leadership; psychological safety; teams and productive conflict; human-AI work design; algorithmic management; hybrid and flexible work; skills transitions; worker voice and social dialogue; job quality, accessibility, and well-being; and responsible responses to uncertainty. The Week 14 signature assessment is a Leadership and Organizational Transformation Portfolio with presentation and individual oral defence.

2. Course Learning Outcomes

Upon successful completion of this course, students will be able to:

- LO1. **Diagnose** complex organizational and future-of-work challenges by integrating leadership, human-resource management, organizational behaviour, systems, culture, structure, stakeholder, ethical, intercultural, and evidence-based perspectives. [Bloom's Level 4: Analyze]

- LO2. **Evaluate** and practise responsible leadership, power, influence, collaboration, conflict engagement, psychological safety, inclusion, and communication across diverse, distributed, and changing work contexts. [Bloom's Level 5: Evaluate]
- LO3. **Assess** technological, demographic, economic, labour-market, and social trends and redesign work, roles, skills, human–AI collaboration, and workforce transitions for value, dignity, equity, well-being, and accountability. [Bloom's Level 5: Evaluate]
- LO4. **Design** leadership and workforce-transition strategies for decarbonization, circularity, responsible production, job quality, equity, participation, and a just transition. [Bloom's Level 6: Create]
- LO5. **Lead** and defend an organizational sustainability transformation through stakeholder collaboration, culture and capability change, responsible AI, measurable outcomes, learning, adaptation, and reflective leadership practice. [Bloom's Level 6: Create]

3. Required Materials

3.1 Main Texts and Open Educational Resource (OER)

- Main Text 1: Cummings, T. G., & Worley, C. G. (2019). Organization development and change (11th ed.). Cengage.
- Main Text 2 (OER): Black, J. S., & Bright, D. S. (2019). Organizational behavior. OpenStax. <https://openstax.org/details/books/organizational-behavior>

3.2 Supplementary Texts (Non-Open Educational Resources)

- International Labour Organization. (2026). A moment of choice: Harnessing artificial intelligence for decent work (ILC.114/Report I(B)).
- World Economic Forum. (2025). The future of jobs report 2025.
- World Health Organization. (2022). WHO guidelines on mental health at work.
- Selected current organizational cases, workforce and job-quality evidence, peer-reviewed studies, labour and social-dialogue resources, and lawful non-confidential evidence supplied through the LMS.

3.3 Open Educational Resources (OER)

- OpenStax Organizational Behavior: <https://openstax.org/details/books/organizational-behavior>
- ILO artificial intelligence, skills, social dialogue, and future-of-work resources: <https://www.ilo.org/topics-and-sectors/artificial-intelligence>
- OECD AI and work evidence and policy resources: <https://www.oecd.org/en/topics/sub-issues/ai-and-work.html>
- World Economic Forum Future of Jobs Report 2025: <https://www.weforum.org/publications/the-future-of-jobs-report-2025/>
- WHO Guidelines on Mental Health at Work: <https://www.who.int/publications/i/item/9789240053052>
- EU Platform Work Directive and algorithmic-management provisions: <https://eur-lex.europa.eu/eli/dir/2024/2831/oj>
- ILO Generative AI and Jobs: A Refined Global Index of Occupational Exposure: <https://doi.org/10.54394/HETP0387>

- Selected OECD, ILO, WHO, European Union, professional-association, organization, labour-market, and peer-reviewed resources.

3.4 Technology Requirements

- Reliable internet connection and Learning Management System access
- Spreadsheet, presentation, collaborative-document, survey, stakeholder-mapping, process-mapping, dashboard, and data-visualization software
- Instructor-approved artificial-intelligence, collaboration, simulation, organizational-network, and workforce-analysis tools; students will not be required to purchase multiple commercial subscriptions
- PDF annotation and video-conferencing capability for source review, leadership practice, team simulation, stakeholder communication, and the final oral defence

4. Assessment Structure

This course combines ongoing Leadership, Collaboration, and Reflection Labs with an individual Organizational Diagnosis and Stakeholder Change Brief, an independently completed midterm examination, a Change Leadership Simulation and After-Action Review, and an applied final portfolio. The final Leadership and Organizational Transformation Portfolio replaces a conventional final examination and culminates in Week 14.

Assessment Component	Type	Weight	Due Date
Leadership, Collaboration & Reflection Labs	Ongoing	10%	Continuous
Organizational Diagnosis & Stakeholder Change Brief	Formative	15%	Week 4
Midterm Examination	Summative	20%	Week 7
Change Leadership Simulation & After-Action Review	Summative	15%	Week 10
Final Project: Leadership & Organizational Transformation Portfolio	Summative	40%	Week 14
TOTAL		100%	

5. Grading Scale

This course uses the American University grading scale:

Letter Grade	Percentage	Description
A	93-100%	Excellent; exceptional achievement
A-	90-92%	Excellent work with minor areas for improvement
B+	87-89%	Very good; above average performance
B	83-86%	Good; solid understanding demonstrated
B-	80-82%	Good work with some areas for improvement
C+	77-79%	Satisfactory; meets basic requirements
C	73-76%	Adequate; acceptable understanding
C-	70-72%	Passing but below average
D	60-69%	Minimum passing; significant improvement needed
F	Below 60%	Failing; does not meet course requirements

6. Course Schedule

Week 1: Responsible Leadership, Management, Transformation, and Systems

Topics: Leadership versus management; purpose; systems and context; responsible leadership; authority and accountability; stakeholders; ethical tensions; transformation as strategic and human work

Readings: Cummings and Worley, selected introduction; OpenStax, management and leadership foundations

Synchronous: Complex transformation-system and leadership-accountability mapping workshop

Asynchronous: Select an organization and frame an approved transformation or future-of-work challenge

Week 2: Self-Awareness, Values, Identity, Judgment, and Leadership Practice

Topics: Values; identity; assumptions; emotions; strengths; humility; authenticity; ethical judgment; cognitive bias; feedback; reflection; leader development; limits of trait and style prescriptions

Readings: OpenStax, individual behaviour and leadership chapters; selected evidence on leader development

Synchronous: Leadership critical-incident, values, bias, and feedback laboratory

Asynchronous: Establish a personal leadership evidence baseline and development question

Week 3: Power, Influence, Inclusion, Psychological Safety, and Intercultural Leadership

Topics: Formal and informal power; influence; voice; silence; trust; psychological safety; inclusion; accessibility; intercultural context; ethical persuasion; speaking up; retaliation; accountability

Readings: OpenStax, power and leadership chapters; Edmondson on psychological safety

Synchronous: Inclusive influence, voice, ethical dilemma, and psychological-safety simulation

Asynchronous: Map power, voice, inclusion, trust, and stakeholder risks in the selected challenge

Week 4: Organizational Diagnosis, Culture, Structure, Capabilities, and Readiness

Topics: Open-systems diagnosis; strategy; structure; processes; culture; climate; capabilities; incentives; networks; routines; readiness; data quality; causal claims; strengths and constraints

Readings: Cummings and Worley, diagnosis chapters; OpenStax, organizational structure and culture chapters

Synchronous: Multi-level diagnosis, evidence-triangulation, and stakeholder-change laboratory

Asynchronous: Complete Organizational Diagnosis and Stakeholder Change Brief

Assessment Due: Organizational Diagnosis & Stakeholder Change Brief (15%)

Week 5: Teams, Collaboration, Conflict, Negotiation, and Distributed Work

Topics: Team purpose and design; roles; norms; interdependence; shared accountability; decision processes; productive task conflict; relationship conflict; negotiation; mediation; hybrid and distributed collaboration

Readings: OpenStax, groups, teams, conflict, and negotiation chapters; selected current hybrid-work evidence

Synchronous: Distributed-team decision, conflict, negotiation, and after-action laboratory

Asynchronous: Analyze team dynamics and prepare a collaboration protocol for the simulation

Week 6: Change Theories, Sensemaking, Participation, Resistance, and Communication

Topics: Planned and emergent change; organization development; appreciative and dialogic approaches; sensemaking; readiness; resistance as information; participation; coalitions; change narratives; communication; pacing

Readings: Cummings and Worley, change-process chapters; selected evidence on change leadership and employee participation

Synchronous: Compare change architectures and build a stakeholder participation and communication plan

Asynchronous: Prepare for the midterm through an integrated leadership and transformation case

Week 7: Midterm Examination and Leadership Integration

Topics: Integration of responsible leadership, systems, self-awareness, values, power, influence, inclusion, psychological safety, intercultural practice, diagnosis, culture, structure, teams, conflict, change theory, participation, resistance, and communication

Readings: Review Weeks 1-6 materials

Synchronous: Individual midterm examination; generative AI is not permitted unless expressly authorized

Asynchronous: Post-examination correction and professional-learning plan

Assessment Due: Midterm Examination (20%)

Week 8: Future-of-Work Foresight, Scenarios, Jobs, Tasks, and Skills

Topics: Technological, demographic, environmental, economic, geoeconomic, and social drivers; uncertainty; horizon scanning; scenarios; occupations; jobs versus tasks; skills; workforce evidence; transition assumptions

Readings: World Economic Forum, Future of Jobs Report 2025; ILO and OECD current future-of-work evidence

Synchronous: Workforce scenario, task-exposure, skills-gap, and assumption-challenge workshop

Asynchronous: Build alternative workforce scenarios, signposts, implications, and evidence limits

Week 9: Human-AI Work Design, Algorithmic Management, Job Quality, and Worker Voice

Topics: Augmentation and automation; work and task redesign; decision rights; human oversight; algorithmic management; monitoring; privacy; fairness; autonomy; accessibility; job quality; worker voice; consultation; social dialogue

Readings: ILO, A Moment of Choice and GenAI occupational-exposure index; OECD AI and Work; EU Platform Work Directive, selected provisions

Synchronous: Human–AI work redesign, algorithmic-management, and worker-consultation laboratory

Asynchronous: Prepare team roles, decisions, data, safeguards, stakeholder positions, and communication for the simulation

Week 10: Change Leadership Simulation and After-Action Learning

Topics: Ambiguity; competing interests; coalition building; influence; voice; conflict; ethical pressure; resource constraints; unexpected events; decisions; communication; adaptation; individual accountability

Readings: Review leadership, team, change, future-of-work, and organization-specific evidence

Synchronous: Multi-stakeholder transformation simulation followed by facilitated debrief

Asynchronous: Submit individual evidence-based After-Action Review

Assessment Due: Change Leadership Simulation & After-Action Review (15%)

Week 11: Transformation Architecture, Governance, Implementation, and Learning

Topics: Transformation portfolios; operating-model alignment; sponsorship; distributed ownership; decision rights; governance; capabilities; resources; sequencing; dependencies; experiments; implementation; learning loops

Readings: Cummings and Worley, intervention and implementation chapters; selected transformation cases

Synchronous: Transformation roadmap, governance, dependency, capability, and learning-design laboratory

Asynchronous: Develop initiatives, owners, resources, measures, risks, safeguards, feedback, and adaptation cycles

Week 12: Workforce Transitions, Well-Being, Inclusion, and Just Transformation

Topics: Workforce planning; reskilling and redeployment; talent systems; fair transition; decent work; accessibility; psychosocial risk; workload; well-being; social dialogue; labour relations; equity; distribution of benefits and burdens

Readings: WHO Guidelines on Mental Health at Work; ILO social-dialogue and AI resources; selected workforce-transition evidence

Synchronous: Workforce-transition, consultation, well-being, inclusion, and safeguard review

Asynchronous: Complete final portfolio diagnosis, change architecture, workforce plan, communication, measures, and reflection

Project Milestone Due: Approved transformation scope, diagnosis, stakeholder engagement, evidence, and portfolio plan

Week 13: Transformation Portfolio and Leadership Development Studio

Topics: Strategic synthesis; benefits and burdens; measures; leading and lagging indicators; risk; ethics; communications; learning; sustainability; leadership evidence; feedback; development priorities; oral-defence preparation

Readings: Review current authoritative resources relevant to the selected organization, workforce, jurisdiction, and challenge

Synchronous: Portfolio studio, stakeholder challenge, peer review, instructor consultation, and defence rehearsal

Asynchronous: Complete transformation portfolio, executive presentation, AI Usage Statement, and leadership reflection

Week 14: Transformation Presentations, Oral Defence, Reflection, and Cluster Integration

Topics: Integration of responsible growth, governance, leadership, people, culture, technology, future-of-work evidence, collaboration, implementation, communication, reflection, and professional judgment

Readings: No new readings; review project evidence and course and certificate-cluster outcomes

Synchronous: Leadership and Organizational Transformation Portfolio presentations, individual oral defence, peer learning, and the MBA common trunk synthesis

Asynchronous: Submit final portfolio, evidence exhibits, presentation, AI Usage Statement, and individual leadership-development plan

Assessment Due: Final Project: Leadership & Organizational Transformation Portfolio (40%)

7. Detailed Assignment Descriptions

7.1 Leadership, Collaboration & Reflection Labs - 10%

Learning Outcomes Addressed: All course learning outcomes

Description

Graduate leadership capability develops through disciplined preparation, practice, feedback, evidence review, dialogue, conflict engagement, ethical judgment, experimentation, and reflection. Students complete applied laboratories and explain how context, identity, power, culture, stakeholder perspectives, and uncertainty shape leadership and transformation.

Requirements

- Attend a minimum of 12 of 14 synchronous sessions and participate actively
- Complete systems, self-awareness, influence, inclusion, diagnosis, team, conflict, change, foresight, work-design, workforce-transition, communication, measurement, and reflection laboratories
- Use evidence, feedback, assumptions, uncertainty, impacts, limitations, and accountability in accessible and interculturally responsive communication
- Provide respectful, specific, evidence-based, and useful challenge during team, stakeholder, simulation, peer-review, and transformation activities
- Follow confidentiality, privacy, accessibility, psychological safety, lawful access, professional ethics, worker-voice, and AI-use disclosure requirements

Participation Rubric

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Preparation & Engagement (20%)	Consistently prepared; contributions materially advance leadership and transformation learning	Regular preparation and useful contribution	Basic preparation and participation	Unprepared, absent, or minimal contribution
Applied Leadership Practice (30%)	Rigorous practice demonstrates contextual judgment, adaptability, and transfer	Strong practice with minor gaps	Basic practice with limited integration	Incomplete, formulaic, or ineffective practice
Collaboration, Voice & Feedback (30%)	Creates inclusion and psychological safety; challenge and feedback materially improve shared work	Constructive collaboration with minor gaps	Basic collaboration and feedback	Silences others, avoids accountability, or contributes little
Responsible Conduct & Reflection (20%)	Exemplary ethics, confidentiality, accessibility, attribution, self-awareness, and learning from impact	Responsible conduct with minor lapses	Meets minimum requirements	Repeated or serious professional concerns

7.2 Organizational Diagnosis & Stakeholder Change Brief (Formative Assessment 1) - 15%

Learning Outcomes Addressed: CLO1, CLO2, CLO4

Due Date: Week 4

Description

Students diagnose an approved organizational transformation or future-of-work challenge and prepare a decision brief. The work integrates multiple levels and sources without reducing complex people, culture, power, or performance issues to a single change model or unsupported causal claim.

Requirements

1. Define the organization, purpose, strategy, challenge, scope, history, affected work, boundaries, decision need, criteria, and limitations
2. Triangulate evidence on structure, processes, culture, climate, capabilities, incentives, networks, leadership, performance, readiness, and prior change
3. Map affected stakeholders, formal and informal power, interests, voice, inclusion, trust, likely benefits and burdens, conflicts, and engagement needs
4. Identify interacting causes, strengths, constraints, uncertainties, ethical issues, competing interpretations, and evidence gaps
5. Recommend a preliminary change hypothesis, participation approach, immediate safeguards, learning questions, and AI Usage Statement

Total Length: 1,800-2,200 words plus system map, diagnostic evidence table, stakeholder/power map, and source record

Format: APA 7 analytical brief and professional exhibits; submit via LMS as PDF and editable source files

Organizational Diagnosis & Stakeholder Change Brief Rubric

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Purpose, Scope & Context (15%)	Precise challenge, history, work, boundaries, decision need, criteria, and limitations	Clear scope with minor gaps	Adequate scope and context	Purpose or boundaries unclear
Evidence & Multi-Level Diagnosis (30%)	Triangulated evidence connects environment, strategy, structure, process, culture, capability, network, leadership, and outcomes	Strong diagnosis with minor gaps	Basic diagnosis with limited integration	Diagnosis superficial or unsupported
Stakeholders, Power, Voice & Impact (25%)	Affected groups, interests, power, trust, inclusion, benefits, burdens, conflict, and engagement are critically mapped	Strong analysis with minor gaps	Basic stakeholder analysis	Material stakeholders or power dynamics omitted
Change Hypothesis & Responsible Action (20%)	Alternative interpretations support a compelling hypothesis, participation approach, safeguards, and learning questions	Sound response with minor gaps	Basic response and safeguards	Premature, formulaic, or irresponsible response
Communication, Evidence & AI Transparency (10%)	Decision-ready, fully cited, calibrated, accessible, and transparently documented	Professional synthesis with minor issues	Adequate but uneven	Unclear, poorly sourced, inaccessible, or opaque

7.3 Midterm Examination (Summative Assessment 1) - 20%

Learning Outcomes Addressed: CLO1, CLO2, CLO4

Due Date: Week 7

Description

The individual midterm examination assesses independent mastery of responsible leadership, systems and context, self-awareness, values, power, influence, inclusion, psychological safety, intercultural practice, organizational diagnosis, structure, culture, teams, conflict, negotiation, planned and emergent change, participation, resistance, communication, and ethical judgment. Unless expressly authorized for a specific accommodation, students may not use generative-AI tools during the examination.

Requirements

1. Explain and connect leadership, management, systems, purpose, ethics, identity, power, influence, accountability, and stakeholder perspectives
2. Diagnose organization, culture, structure, team, capability, readiness, and change evidence while identifying alternative interpretations and limits
3. Apply inclusive leadership, psychological safety, conflict, negotiation, collaboration, and intercultural concepts to unfamiliar cases
4. Compare planned, emergent, participatory, and dialogic change approaches without treating any framework as universally predictive
5. Recommend and defend a responsible response while recognizing evidence gaps, power, resistance, benefits, burdens, risks, voice, and uncertainty

Format: 120-minute examination with applied short answers, evidence interpretation, diagnosis, stakeholder analysis, and integrated decision cases

Conditions: Individual work; approved reference sheet permitted; generative AI not permitted

Midterm Examination Rubric

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Leadership, Systems & Context (20%)	Concepts are accurately integrated and selected for organizational purpose and context	Strong integration with minor gaps	Basic understanding with some errors	Major concepts missing or inaccurate
Diagnosis & Change Judgment (25%)	Multi-level evidence, culture, capability, readiness, participation, resistance, and approach are critically evaluated	Strong judgment with minor gaps	Basic analysis with limited depth	Diagnosis or change approach seriously misapplied
Teams, Inclusion & Conflict (20%)	Power, safety, voice, collaboration, intercultural context, conflict, and negotiation are handled rigorously	Sound judgment with minor gaps	Basic analysis with some errors	Material dynamics or responsibilities omitted

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Evidence, Ethics & Responsible Reasoning (20%)	Sources, alternatives, impacts, benefits, burdens, uncertainty, and limitations are critically handled	Sound reasoning with minor gaps	Basic treatment with limited integration	Claims overstated or ethical duties omitted
Recommendation & Communication (15%)	Coherent, proportionate response is concise and convincingly defended	Clear response with minor issues	Understandable but uneven	Recommendation unclear or unsupported

7.4 Change Leadership Simulation & After-Action Review (Summative Assessment 2) - 15%

Learning Outcomes Addressed: CLO2, CLO3, CLO4, CLO5

Due Date: Week 10

Description

Student teams lead a time-bounded, multi-stakeholder transformation simulation involving incomplete evidence, competing interests, technology or work redesign, ethical tensions, resource constraints, conflict, and unexpected events. Performance evidence combines observable team practice with an individual After-Action Review.

Assignment Focus

Shared team outcomes do not erase individual accountability. Each student must document their decisions, contributions, use of power, listening, conflict engagement, response to feedback, effects on others, errors, learning, and revised action.

Requirements

1. Preparation: Role, stakeholder position, interests, evidence, decision rights, constraints, ethical duties, worker voice, and collaboration protocol
2. Leadership Practice: Purpose, sensemaking, inquiry, inclusion, psychological safety, influence, negotiation, decision process, communication, and adaptation
3. Future-of-Work Judgment: Job and task redesign, human-AI roles, skills, monitoring, privacy, fairness, accessibility, job quality, and well-being
4. Transformation Judgment: Participation, resistance, coalition, pace, trade-offs, resources, safeguards, measures, escalation, and learning
5. Individual After-Action Review: Evidence, feedback, critical incidents, impacts, assumptions, emotions, limitations, alternative actions, and transfer
6. Team record, peer contribution evidence, individual accountability statement, source record, and complete AI Usage Statement

Total Length: Team decision record and exhibits plus a 1,500-1,800-word individual After-Action Review

Format: Live or approved virtual simulation, team evidence package, individual review, and 5-minute individual debrief

Change Leadership Simulation & After-Action Review Rubric

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Preparation, Role & Evidence (10%)	Role, interests, authority, duties, constraints, evidence, and collaboration protocol are precise	Strong preparation with minor gaps	Basic preparation and context	Unprepared or role misunderstood
Collaboration, Inclusion & Voice (25%)	Listening, inquiry, safety, inclusion, conflict engagement, and shared accountability strengthen team performance	Strong collaboration with minor gaps	Basic collaboration	Silences others, avoids conflict, or weakens the team
Leadership, Decisions & Communication (25%)	Purpose, sensemaking, influence, negotiation, decisions, and communication are ethical, timely, and adaptive	Sound practice with minor gaps	Basic practice with uneven judgment	Practice coercive, unclear, or ineffective
Sustainable Future-of-Work & Transformation Judgment (20%)	Work design, technology, skills, job quality, just-transition safeguards, sustainability, participation, pace, and trade-offs are critically integrated	Strong judgment with minor gaps	Basic judgment with limited integration	Material impacts or responsibilities omitted
Adaptation, Impact & Accountability (10%)	Responds constructively to events and feedback; owns decisions, effects, errors, and corrective action	Strong accountability with minor gaps	Basic adaptation and ownership	Rigid, defensive, or unable to account for impact
Individual After-Action Learning (10%)	Evidence and feedback produce deep reflection, alternative action, transfer, and transparent AI disclosure	Strong review with minor issues	Adequate but descriptive review	Superficial, unsupported, or opaque review

8. Final Project: Leadership & Organizational Transformation Portfolio (Summative Assessment 3) - 40%

Learning Outcomes Addressed: All course learning outcomes (CLO1-CLO5)

8.1 Project Overview

The final project is the signature assessment of Course 6, the exit assessment for the MBA common trunk, and a primary program evidence point for PLO5, PLO7, PLO8, and PLO10. Students diagnose a complex transformation challenge, design a responsible change and future-of-work strategy, provide collaboration and stakeholder evidence, and critically evaluate their leadership practice.

8.2 Project Scope

Each student selects an approved organization, business unit, program, or bounded ecosystem for which lawful, non-confidential, and sufficiently reliable information is available. Suitable contexts include digital or AI-enabled transformation, operating-model change, post-merger integration, culture or capability change, hybrid-work redesign, workforce transition, sustainability transformation, service redesign, restructuring, or growth.

8.3 Deliverables

Transformation Portfolio and Leadership Evidence (3,500-4,500 words, excluding appendices)

1. Executive Transformation Brief: Challenge, evidence, urgency, purpose, outcomes, principles, alternatives, recommendation, decisions requested, and limitations
2. Integrated Diagnosis: Strategy, environment, system, history, structure, process, culture, capabilities, leadership, workforce, stakeholders, power, readiness, and uncertainty
3. Future-of-Work and Work-Design Analysis: Scenarios, jobs, tasks, skills, human–AI roles, decision rights, algorithmic management, job quality, inclusion, well-being, and worker voice
4. Responsible Change Architecture: Purpose, participation, coalition, governance, roles, culture, communication, conflict, resistance, ethics, accessibility, and safeguards
5. Implementation and Workforce Transition: Initiatives, owners, resources, sequence, dependencies, experiments, reskilling, redeployment, workload, support, social dialogue, and risk
6. Measurement and Learning: Baselines, outcomes, leading and lagging indicators, benefits and burdens, feedback, unintended effects, review, learning loops, and adaptation
7. Leadership Practice Portfolio: Simulation evidence, peer and stakeholder feedback, critical incidents, decisions, impact, strengths, limitations, revised practice, and continuing-development plan
8. Evidence and AI Record: Dated authoritative sources, diagnostic and workforce evidence, assumptions, provenance, limitations, independent judgment, safe disclosure, and full transparency

Executive Transformation Presentation and Individual Oral Defence (12-15 minutes plus 5-10 minutes for questions)

- Present during the Week 14 synchronous session
- 10-12 slides or equivalent executive-ready visual narrative supported by diagnosis, stakeholder, future-of-work, roadmap, workforce, measure, and leadership evidence

- Respond to questions about scope, evidence, diagnosis, power, stakeholder voice, future-of-work assumptions, work design, ethics, options, trade-offs, collaboration, implementation, impact, feedback, and reflection
- Professional, accessible, and interculturally responsive communication with transparent attribution and independent graduate mastery expected

8.4 Project Timeline & Milestones

Week	Milestone	Deliverable	Weight
Week 9	Scope, Diagnosis & Engagement	Organization, challenge, evidence, stakeholders, power, voice, future-of-work questions, and approval	Formative feedback
Week 12	Change & Workforce Architecture	Options, participation, governance, roadmap, workforce transition, safeguards, measures, and learning	Peer/instructor review
Week 13	Complete Portfolio & Challenge	Executive brief, transformation and leadership evidence, presentation, reflection, and AI record	Instructor feedback
Week 14	Final Presentation & Defence	Final portfolio, executive presentation, individual defence, and development plan	40% of final grade

8.5 Final Project Grading Rubric

Transformation Portfolio and Leadership Evidence (70% of Final Project Grade)

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Scope, Evidence & Integrated Diagnosis (15%)	Decision-ready scope and triangulated diagnosis connect strategy, system, culture, leadership, workforce, and uncertainty	Strong foundation with minor gaps	Basic foundation with limited integration	Scope or diagnosis unreliable
Leadership, Stakeholders & Collaboration (15%)	Power, voice, inclusion, culture, conflict, participation, communication, and shared accountability are critically integrated	Strong leadership design with minor gaps	Basic design with limited depth	Material stakeholders or dynamics omitted

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Sustainable Future of Work & Work Design (15%)	Scenarios, tasks, skills, human–AI roles, decision rights, job quality, inclusion, well-being, and worker voice are rigorously evaluated	Strong analysis with minor gaps	Basic analysis with limited depth	Material work or workforce impacts omitted
Responsible Sustainability-Change Architecture (15%)	Purpose, alternatives, coalition, governance, participation, ethics, safeguards, and change logic form a coherent response	Strong architecture with minor gaps	Basic architecture with limited depth	Architecture formulaic or irresponsible
Implementation & Workforce Transition (15%)	Initiatives, ownership, resources, sequencing, dependencies, reskilling, support, dialogue, and risk are actionable	Practical plan with minor gaps	Basic plan with limited detail	Plan vague or impractical
Measures, Learning & Leadership Reflection (15%)	Outcomes, benefits and burdens, indicators, unintended effects, feedback, adaptation, impact, and development are compelling	Strong learning design with minor gaps	Basic measures and reflection	Measures or reflection superficial
Evidence, Limitations, AI Transparency & Professional Quality (10%)	Executive-ready, fully cited, current, calibrated, accessible, safe, and transparently disclosed	Professional with minor issues	Adequate but uneven	Unsafe, unprofessional, unreliable, or opaque

Executive Presentation and Individual Oral Defence (30% of Final Project Grade)

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Transformation Narrative (30%)	Compelling narrative connects challenge, evidence, people, work, options, change logic, priorities, and decisions	Clear narrative with sound prioritization	Adequate narrative with gaps	Unclear or unsupported narrative
Evidence & Transformation Visuals (25%)	Accurate, accessible visuals make diagnosis, stakeholders, work design, roadmap, measures, and trade-offs immediately understandable	Professional visuals support the decision	Basic visuals with limited analytical value	Visuals inaccurate, inaccessible, or absent

Criteria	Excellent (4)	Good (3)	Satisfactory (2)	Needs Improvement (1)
Executive & Intercultural Presence (20%)	Confident, concise, inclusive, accessible, and responsive to diverse stakeholder perspectives	Professional delivery and engagement	Adequate delivery with limited adaptation	Unprofessional or ineffective delivery
Oral Defence (25%)	Responses demonstrate independent mastery of evidence, leadership, power, ethics, future-of-work assumptions, collaboration, limits, implementation, and reflection	Sound responses demonstrate strong understanding	Basic responses with some uncertainty	Unable to explain evidence or defend judgment

9. Course Learning Outcomes, Program Outcomes, and Assessment Alignment

Course Learning Outcome	Leadership Labs	Diagnosis Brief	Midterm	Simulation	Final Portfolio
CLO1	✓	✓✓	✓✓	✓	✓✓
CLO2	✓✓	✓	✓✓	✓✓	✓✓
CLO3	✓	✓	✓	✓✓	✓✓
CLO4	✓	✓✓	✓✓	✓✓	✓✓
CLO5	✓✓	✓	✓	✓✓	✓✓

Key: ✓ = Addressed | ✓✓ = Primary Focus

10. Course Policies

10.1 Attendance & Participation

Regular attendance and active participation in synchronous sessions are essential for success in this course. Students are expected to attend all scheduled synchronous sessions with cameras enabled. If you must miss a session, please notify the instructor in advance. More than two unexcused absences may result in a reduced participation grade.

10.2 Late Submission Policy

- Assignments submitted within 24 hours of deadline: 10% penalty
- Assignments submitted 24-48 hours late: 20% penalty
- Assignments submitted more than 48 hours late: not accepted without prior approval
- Extensions may be granted for documented emergencies with advance notice

10.3 Academic Integrity

All work submitted must be your own original work. Plagiarism, including the use of AI-generated content without proper disclosure, is a serious academic offense. All sources

must be properly cited. Violations of academic integrity will result in a zero for the assignment and may lead to further disciplinary action.

10.4 AI Usage Policy

Artificial intelligence may support selected discovery, comparison, scenario, stakeholder, job-task, skills, communication, measurement, and reflection activities in this course, but students remain accountable for every source, inference, diagnosis, workforce judgment, leadership decision, interaction, impact, and recommendation.

1. **Assessment Conditions:** The Week 7 midterm examination is completed without generative AI unless the instructor expressly authorizes a specific tool or accommodation.
2. **Transparency and Provenance:** Every AI-assisted submission must include an AI Usage Statement identifying tools, purposes, material prompts, outputs used, information supplied, verification steps, limitations, and substantive human revisions.
3. **Verification, Current Authority, and Professional Limits:** AI output is not evidence. Labour markets, technologies, laws, work practices, organizations, stakeholder positions, and workforce conditions change. Students must use dated authoritative and appropriately contextualized evidence; distinguish observation, interpretation, assumption, scenario, and prediction; and avoid presenting course work as legal, clinical, labour-relations, human-resources, or psychological advice.
4. **Privacy, Security, Confidentiality, Dignity, and Safe Participation:** Personal, sensitive, confidential, client, employee, union, health, performance, proprietary, or security-restricted information must not be entered into public AI systems or unnecessarily reproduced. Course work must use lawful access, data minimization, informed participation where applicable, accessible practice, psychological safety, responsible disclosure, and institutionally approved storage; simulations must not normalize coercion, discrimination, retaliation, surveillance, or avoidable harm.

10.5 Communication Expectations

The instructor will respond to emails within 48 hours during the work week. For urgent matters, please indicate 'URGENT' in the subject line. Course announcements will be posted on the LMS. Students are expected to check the LMS and their university email daily.

10.6 Accessibility & Accommodations

Focus University Institute is committed to providing equal access to all students. Students requiring accommodations should contact the Disability Services Office and the instructor at the beginning of the term. Reasonable accommodations will be made to ensure full participation in all course activities.

10.7 Netiquette Guidelines

Online learning requires respectful, professional communication. When participating in synchronous and asynchronous discussions, please use professional language, be respectful of diverse perspectives, avoid all-caps (which reads as shouting), and provide constructive feedback. Remember that cultural differences may affect communication styles.

11. Additional Resources

11.1 Library & Research Support

- Focus University Institute Library: Leadership, organizational behaviour, organization development, change, AI, work design, labour, ethics, sustainability, psychology, management, and interdisciplinary research databases
- Research Librarian consultations available for authoritative organizational, workforce, legal, policy, company, labour-market, and methodological evidence

11.2 Writing & Academic Support

- Writing and Learning Support: Graduate diagnosis, critical reflection, evidence evaluation, executive writing, facilitation, conflict engagement, visualization, presentation, and study consultations
- APA Citation Guide: Purdue OWL (owl.purdue.edu)

11.3 Technical Support

- IT Help Desk: LMS, account, collaboration, survey, spreadsheet, secure-storage, visualization, presentation, accessibility, and approved-tool support
- Organizational-diagnosis, stakeholder/power mapping, source-verification, safe participation, accessibility, simulation, reflection, and AI Usage Statement tutorials in the course 'Getting Started' module

11.4 Professional Development

- OpenStax and library resources: Organizational behaviour, leadership, teams, power, conflict, culture, structure, and change foundations
- ILO, OECD, WHO, World Economic Forum, and EUR-Lex: Current future-of-work, AI, jobs, skills, job-quality, well-being, worker-voice, and algorithmic-management evidence
- Peer-reviewed research, organization-specific evidence, workforce data, stakeholder evidence, and professional change and leadership resources

11.5 Suggested Bibliography (APA 7)

Black, J. S., & Bright, D. S. (2019). Organizational behavior. OpenStax.

<https://openstax.org/details/books/organizational-behavior>

Cummings, T. G., & Worley, C. G. (2019). Organization development and change (11th ed.). Cengage.

Doellgast, V., Appalla, S., Ginzburg, D., Kim, J., & Thian, W. L. (2025). Global case studies of social dialogue on AI and algorithmic management (ILO Working Paper 144). International Labour Organization. <https://doi.org/10.54394/VOQE4924>

Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44(2), 350-383. <https://doi.org/10.2307/2666999>

European Parliament & Council of the European Union. (2024). Directive (EU) 2024/2831 on improving working conditions in platform work. <https://eur-lex.europa.eu/eli/dir/2024/2831/oj>

Gmyrek, P., Berg, J., Kamiński, K., Konopczyński, F., Ładna, A., Nafradi, B., Rosłaniec, K., & Troszyński, M. (2025). Generative AI and jobs: A refined global index of occupational

exposure (ILO Working Paper 140). International Labour Organization.
<https://doi.org/10.54394/HETP0387>
International Labour Organization. (2026). A moment of choice: Harnessing artificial intelligence for decent work (ILC.114/Report I(B)). <https://www.ilo.org/resource/conference-paper/ilc/ilc114/moment-choice-harnessing-artificial-intelligence-decent-work-report>
Organisation for Economic Co-operation and Development. (2026). AI and work.
<https://www.oecd.org/en/topics/sub-issues/ai-and-work.html>
World Economic Forum. (2025). The future of jobs report 2025.
<https://www.weforum.org/publications/the-future-of-jobs-report-2025/>
World Health Organization. (2022). WHO guidelines on mental health at work.
<https://www.who.int/publications/i/item/9789240053052>

12. Syllabus Disclaimer

This syllabus represents a plan for the course and may be modified at the instructor's discretion based on pedagogical needs, material changes in technologies, labour markets, work practices, laws, organizational conditions, workforce evidence, source availability, or unforeseen circumstances. Students will be notified of significant changes through the LMS and email. Continued enrollment constitutes acceptance of such modifications.

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Madrid, Spain

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