

Antonio GIANGRECO

Associate Professor - Professeur associé / Head of Management Department / Academic Director of the MIB Master of International Business Programme

[Lui envoyer un e-mail](#)



Diplômes et Formation - *Degrees*

- LSE The London School of Economics and Political Science (UK), Department of Industrial Relations, Ph.D.
- SDA Bocconi (Italy), MBA Master in Business Administration.
- Università degli Studi di Trento (Italy), Laurea Specialistica in Management and Business Consultancy.
- Mercy College (USA), Bachelor of Science in Business Administration, Major in Management.

Domaines d'intervention et missions à l'IESEG

- Head of Management Department.
- Associate Professor in Human Resources Management and Organisational Behaviour.
- Academic Director of the MIB Programme (Master of International Business).

Domaines de spécialité - *Specialisation fields*

- Human resources management: recruitment and selection, training, career development, remuneration, mobility, evaluation systems.
- Organisational behaviour: change management and resistance to change, teamwork, leadership, negotiation, psychological contract, perception and attribution, problem solving, decision making, power and influence.
- Organisation: organisation theories, organisational structures, organisational planning.

Inventaires des publications - *Publications inventories*

Articles publiés dans des revues à comité de lecture - *Published papers in refereed journals*

- GIANGRECO A., CARUGATI A., SEBASTIANO A. and D. DELLA BELLA (2010) Trainees' Reactions to Training: Shaping Groups and Courses for Happier Trainees in an Italian Context, *The International Journal of Human Resources Management*, forthcoming.
- GIANGRECO A., CARUGATI A. and A. SEBASTIANO (2010). Are We Doing the Right Thing? Food for Thoughts on Training Evaluation and Its Context, *Personnel Review*, forthcoming.
- GIANGRECO A., CARUGATI A., SEBASTIANO A. and H. AL TAMIMI (2010). War Outside, Ceasefire Inside: An Analysis of the Performance Appraisal System of a Public Hospital in a Zone of Conflict, *Evaluation and Program Planning*, forthcoming.
- GIANGRECO A., SEBASTIANO A. and R. PECCEI (2009) Trainees' Reactions to Training: An Analysis of the Factors Affecting Overall Satisfaction with Training, *The International Journal of Human Resources Management*, 20(1): 96-111.
- GIANGRECO A. and R. PECCEI (2005) The Nature and Antecedents of Middle Manager Resistance to Change: an Evidence from the Italian Context, *The International Journal of Human Resources Management* 16(10): 1812-1829.
- GIANGRECO A. (2005) La Valutazione del Personale nella Pubblica Amministrazione: Opportunità o Chimera, *Risorse Umane*, (4/5): 247-263.
- GIANGRECO A. and A. SEBASTIANO (2005). La Valutazione delle Prestazioni. Un'Evidenza Empirica a Carattere Internazionale, *Sanità Pubblica e Privata*, 3: 33-51.
- GIANGRECO A. (2003) Gli Antecedenti della Complessità Organizzativa Percepita, *Studi Organizzativi*, 2: 47-63.

Communications scientifiques dans des colloques à comité de lecture - *Communications in Refereed Conferences*

- LECLERQ A. CARUGATI A., GIANGRECO A., CUNHA J. and T. JENSEN. A Sociomaterial View of the Scaffolding of Work Practices with Information Technology. Paper accepted at ICIS 2009, 15-18 December 2009, Phoenix (AZ, USA).
- GOETHALS F., GIANGRECO A. and N. CHO. Moving Away from Traditional Elements to Build Trust in e-Commerce. Paper accepted at The 9th International Conference on Electronic Business, 30th November-4th December 2009, Wynn Macau (China).
- GIANGRECO A., CARUGATI A. and A. SEBASTIANO. Employees' Performance Assessment Systems in the Middle East: Moving Beyond Western Logics. Paper accepted at the American Evaluation Conference 2009, 10-14 November 2009, Orlando (FL, USA).
- SMITH P., GIANGRECO A., VASILAKI A. and CARUGATI A. On the Impact of HR Practices on Identity: Notes from an Ethnographic Study of a Merger. Paper accepted at the 2009 Swiss Sociology Conference, 7-9 September 2009, Geneva (CH).
- PECCEI R., GIANGRECO A. and A. SEBASTIANO. The Role of Organisational Commitment in the Analysis of Resistance to Change during a Privatisation Process: Co-Predictor, Moderator or Mediator Effects? Paper accepted at the EURAM 2009, 11-14 May 2009, Liverpool (UK).

- MARTONE A. MORELLI C., A. GIANGRECO and A. CARUGATI. A Primer for Socio-Materiality in IT Driven Change: a Case Study of M&A in the IT Sector. Paper accepted at the 10th Workshop in Organisation, 29-20 April 2009, Cagliari (Italy).
- CARUGATI A., MORELLI C. and A. GIANGRECO. Socio-Materiality as Lens to Study IT Driven Change. Paper accepted at the itAIS Conference, ICIS Ancillary Meeting, 13-14 December 2008, Paris (France).
- CARUGATI A., GIANGRECO A., SEBASTIANO A. and H. AL TAMIMI. Evaluation under Siege: Trends and Sensemaking of Performance Appraisal at Hebron Public Hospital. Paper accepted for presentation as an Interactive Paper at the 2008 Academy of Management Meeting, August 8-13, Anaheim (California, USA).
- GIANGRECO A., PECCEI R. and A. SEBASTIANO. The Role of Organisational Commitment in the Analysis of Resistance to Change: Mediating or Moderator Effects?. Paper accepted at the 6th International Conference on Management, 7-10 July 2008, Athens, Greece.
- GIANGRECO A., CARUGATI A., SEBASTIANO A. and D. DELLA BELLA. Trainees' Reactions to Training: Shaping Groups and Courses for Happier Trainees. Paper accepted at the 9th International Conference on Human Resource Development Research and Practice Across Europe: IÉSEG School of Management, Catholic University of Lille, 21-23 May, 2008.
- GIANGRECO A., SEBASTIANO A. and A. CARUGATI. Are We Doing the Right Thing? Food for Thought on Training Evaluation. Paper accepted at the Workers Rights Protection in a New World of Work.
- The case for a comparative and interdisciplinary approach to Labour Relations. 6th international conference in Memory of Professor Marco Biagi
Modena (Italy), 15-19 March 2008.
- GIANGRECO A. La Dinamica della Relazione tra Organisational Commitment e Resistance to Change attraverso Divergenze e Convergenze: un'Analisi Empirica. The National Conference on Change, 5-6 June 2006, Studi Organizzativi (special issue): 269-294.

Documents de travail d'universités et d'institutions assimilables - *Working papers from universities and similar institutions*

- GIANGRECO A. and A. SEBASTIANO (2003). Attitudine e Motivazione: il Binomio del Successo, Quaderni Arel, Rome.
- GIANGRECO A. (2001). A Review of the Literature and a Discussion of Six Issues in the Analysis of Resistance to Change, LIUC Paper, Milan).
- GIANGRECO A. (2001). Conceptualisation and Operationalisation of Resistance to Change, LIUC Paper, Milan.

Rapports de Recherche - *Research reports*

- GIANGRECO A. and A. SEBASTIANO (2007), Indagine sui Livelli di Benessere Organizzativo Percepito dal Personale dell'Ente, Comune di Fidenza, pp.208.
- GIANGRECO A. and A. SEBASTIANO (2006). Realizzazione di uno Strumento Finalizzato alla Lettura Sistemica delle Iniziative Formative per una Maggiore Coerenza tra Domanda ed Offerta Formativa, Regione Lombardia, pp.251.
- GIANGRECO A. and A. SEBASTIANO (2006). Analisi dei Fabbisogni Formativi e Proposta di Piano Formativo, Comune di Quartu S. Elena, pp.214.
- GIANGRECO A. and A. SEBASTIANO (2006) Proposta di Ridefinizione della Macrostruttura Organizzativa, Comune di Quartu S. Elena, pp.43.
- GIANGRECO A. (2001). Il Lavoro Pubblico in Gran Bretagna in Benchmarking dei Sistemi Contrattuali Flessibili: il Lavoro Pubblico in Europa e negli Stati Uniti d'America, Presidenza del Consiglio dei Ministri, Dipartimento della Funzione Pubblica, Rome, 129-147.

Livres - *Books*

- GIANGRECO A. (2001). Resistance to Change of Middle Managers: A Case study of the Italian Electricity Company (ENEL), Ed. Franco Angeli, Milan, 223 pp.
- GIANGRECO A. (2001). La Resistenza ai Cambiamenti del Management nelle Strutture Complesse, Ed. Franco Angeli, Milan, 235 pp.

Articles publiés dans des Livres Collectifs - *Published papers in collective books*

- CARUGATI A., MORELLI C. and A. GIANGRECO (2009). Socio-Materiality as Lens to Study IT Driven Change in A. D'Atri and D. Saccà (Eds.) Information Systems: People, Organizations, Institutions, and Technologies, Physica, Milan.
- SEBASTIANO A. and A. GIANGRECO (2007). La Resistenza al Cambiamento: Trattazione Teorica di un Modello Empirico, in A. Martone (Eds.) Change Management, Quaderni Oro Ipsosa, Milan, 4: 74-92.
- GIANGRECO A. (2004). I Fattori Determinanti del Profilo di Leader in Rebora G. (eds.) La Leadership Italiana, Edizioni Guerrini ed Associati, Milan, 293-316.

Etudes de Cas - *Case Studies*

- SMITH P., CARUGATI A. and A. GIANGRECO (2008). The Scanfin Merger: A Matter of Culture and Identity (Case A) code 408-115-1 with teaching notes code 408-115-8, ECCH European Case Clearing House.
- SMITH P., CARUGATI A. and A. GIANGRECO (2008). The Scanfin Merger: Communicating a New Corporate Identity to Employees (Case B), code 908-025-1 with teaching notes code 908-025-8, ECCH European Case Clearing House.

- SMITH P., CARUGATI A. and A. GIANGRECO (2008). The Scanfin Merger: Managing Organisational Change (Case C), code 308-343-1 with teaching notes code 308-343-8, ECCH European Case Clearing House.
- SMITH P., CARUGATI A. and A. GIANGRECO (2008). The Scanfin Merger: Technology, Strategy and Change (Case D), code 608-037-1) with teaching notes code 608-037-8, ECCH European Case Clearing House.
- N. FILIPPELLI, M. RAMPONI and A. GIANGRECO (2008) Poison or Gold? The Endless Dilemma of Garbage Disposal, case study code 208-070-1 and relative teaching notes code 208-070-8. ECCH European Case Clearing House.
- GIANGRECO A. and A. CARUGATI (2008) Designing the organisational chart from the bottom (A) case study code 408-026-8; (B) case study code 408-027-1; teaching notes code 408-026-8. ECCH European Case Clearing House.
- MARTONE A. and A. GIANGRECO (2007) The Transition Towards a Managerial Model: A Case Study of the Istituto Europeo di Design, CCMP (Centrale de Cas et de Médias Pédagogiques), Paris (FR), case study code G1525(GB).

Matières enseignées à l'IESEG - Courses taught at IESEG

- International HRM: MIB programme.
- GRH et gestion du changement: MBA at CEPI management.
- Advanced Elements of OB: Development Days in the framework of the MIB programme.
- Introduction to HRM: 2ème année.

Activités professionnelles extérieures - External professional activities

Activités antérieures - Former activities

- SPECIFIC EXPERIENCE in non EU member countries:
- Romania 10-14 January 2005, 20-24 June 2005. Training activities for civil servants of the Romanian Ministry of Finance. Twinning project developed with the Italian Scuola Superiore dell'Economia e delle Finanze e the Spanish Institute of Fiscal Studies.
- Bosnia Erzegovina August 2004 – October 2005 Assistance and training activities (home and field) for the start up of a Territory Development Unit for the Erzegovina-Neretva Canton.
- Palestinian Authority 18-25 June 2004 UNDP United Nations Development Programme / Programme of Assistance to the Palestinian People and Italian Health Ministry (Jerusalem and Hebron). Training programme for Public Hebron Hospital staff. Topics: organisation of work, human resources management, team work, motivation, leadership, and relational, organisational and unions negotiations.
- USA Summer 2003 San Diego University. Research activities on change management issues for local governments.
- Member of the evaluation unit for small and medium municipalities.
- Member of faculty of the following regional and national public and private educational and training schools for public employees:
 - SSPAL Scuola Superiore della Pubblica Amministrazione Locale.
 - SSPAL Scuola Regionale Lombardia.
 - SSPAL Scuola Regionale Puglia.
 - SSPAL Scuola Regionale Sicilia e Calabria.
 - SDS Scuola di Direzione in Sanità dell'IREF Istituto Regionale Lombardo di Formazione per l'Amministrazione Pubblica.
 - SAA Scuola di Alta Formazione dell'IREF Istituto Regionale Lombardo di Formazione per l'Amministrazione Pubblica.
 - SSPA Scuola Superiore della Pubblica Amministrazione.
 - SSEF Scuola Superiore di Economia e Finanza.
 - ANCIFORM Scuola di Formazione dell'Associazione Nazionale Comuni Italiani.
 - SDOA Scuola di Direzione e Organizzazione Aziendale.
 - FORMAPER Scuola di Imprenditorialità, Azienda Speciale della CCIAA di Milano.
 - LIUC Health – Università Carlo Cattaneo training division.
 - Università Carlo Cattaneo (Italy) 1999-2006
- Research and consulting activities on organisational and human resources management issues.
- Major projects developed:
 - Fondimpresa: project leader of a training programme for workers of private enterprises (7200 hours).
 - Chamber of Commerce – Terni: organisation and competency analysis finalised to the development of territory management activities;
 - Municipality of Treviglio (BG): analysis of the macro-structure and re-organisational proposal;
- Scientific coordinator of a master course in Innovative Public Finance (MaFIP, 2000) and Territory Development Management (MaSviL, 2003 and 2004);

- Scientific planner and coordinator of a training and development programme for public and private employees (Province of Varese, 1240 hours).
- Scientific planner and coordinator of a training and development programme for public and private employees (Province of Pavia, 1280 hours).
- CePA Centro di Ricerca e Formazione sulla Pubblica Amministrazione:
- Research and training activities on organisation and human resources management issues (planning, recruiting and selection, evaluation, career, training, mobility, etc.); consulting activities related to management of change and minimisation of resistance to business, organisational and technological innovations through involvement, training and communication.
- Major projects developed:
- Chamber of Commerce Milan: definition of a set of business indexes;
- Chamber of Commerce Milan: analysis and construction of professional profiles;
- Municipality of La Spezia: coordinator of a three-year training programme;
- Municipality of Vigevano: analysis of training needs;
- Unioncamere: job and role analysis for management positions.

Activités actuelles - Current activities

- HEC Management School University of Liege (Belgium): Visiting Professor.
- Università Carlo Cattaneo LIUC (Castellanza, Italy): Ph.D. Supervisor.
- Università Carlo Cattaneo LIUC (Castellanza, Italy): Visiting Professor.
- Università di Verona (Verona, Italy): Visiting Professor.

Appartenance à des organismes extérieurs - Affiliation to external scientific associations

- Member of the EIASM The European Institute for Advanced Studies in Management.
- Member of SCOS Standing Conference on Organizational Symbolism.

Prix scientifiques - Scientific prizes and awards

- 2009: research award from Università Carlo Cattaneo LIUC for best article (based on impact factor) over the period 2007-08.
- 2007: research award from Università Carlo Cattaneo LIUC for best article (based on impact factor) over the period 2004-06.
- 2003: "Challenge Award" Prime Minister Office Award for best development economy training programme.
- 1997-98: LSE grant for PhD programme.

Activités de referee de revues scientifiques, de membre de comité de rédaction, ... - Activities of referee for journals, membership of editorial committees, ...

- Reviewer for "The Journal of Managerial Psychology" and "Group & Organization Management".
- Reviewer for the Qatar National Research Fund.