

<b>POLI</b> ESCOLA SUPERIOR TECNOLOGIA GESTÃO <b>TÉCNICO</b> <b>GUARDA</b>	<b>SUBJECT DESCRIPTION</b>	<b>MODELO</b> PED.013.03
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Course	Human Resources Management					
Subject	Change and Organizational Development					
Academic year	2023/2024	Curricular year	2nd	Study period	1st semester	
Type of subject	Compulsory	Student workload (H)	Total: 196	Contact: 60	ECTS	7
Professor(s)	Maria Elisa Lopes de Figueiredo PhD					
<input checked="" type="checkbox"/> Area/Group Coordinator <input type="checkbox"/> Head of Department	(select)	Manuela Natário PhD				

## PLANNED SUBJECT DESCRIPTION

### 1. LEARNING OBJECTIVES

- Strengthen the knowledge gained in the discipline of Organization and Management;
- Raising awareness of business dynamics;
- Train for managing change processes.

### 2. PROGRAMME

#### Chapter 1 - New Perspectives of Organization

- 1.1 Knowledge Management
- 1.2 New Perspectives of Strategic Thinking
- 1.3 Organizations Network

#### Chapter 2 - Strategic Orientation

- 2.1 The Constitution of a Vision
  - 2.1.1 An ambitious and enduring purpose
  - 2.1.2 A vision for change
  - 2.1.3 Reinventing continuously strategy

#### 2.2 The vision translation in goals

- 2.2.1 Define business drivers
- 2.2.2 Translate drivers in scorecards
- 2.2.3 Develop benchmarks

#### Chapter 3 - What is Organizational Development?

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- 3.1 Visions of Organizational Development
- 3.2 Specificities of Organizational Development
- 3.3 Distinct aspects compared to other methodologies

#### **Chapter 4 - Goals, Agents and Organizational Development Process**

- 4.1 The objectives of OD
- 4.2 The agents of OD
- 4.3 The process of OD
- 4.4 The Manager function

#### **Chapter 5 - Assumptions and Techniques of Organizational Development**

- 5.1 Assumptions of OD
- 5.2 Techniques of OD

#### **Chapter 6 - Culture and Change - two key issues for Organizational Development**

- 6.1 Organizational Culture
- 6.2 Organizational Change

### **3. COHERENCE BETWEEN PROGRAMME AND OBJECTIVES**

This curricular unit, developed through the syllabus, aims to foster the overall education of the student as a person and as a future professional, making them aware of the need to know how to be and how to behave as well as to know how to do, technically, operationally and instrumentally, both integrally and systemically.

Students should thus acquire and develop behavioral, operational and instrumental skills. In the end, the student should be able to participate and develop his/her professional activity autonomously in terms of organization, development and management of change and organizational development operations and processes on the job.

### **3. MAIN BIBLIOGRAPHY**

- Anderson, D. (2013). Organization Development: The Process of Leading Organizational Change. New York: Sage.
- Bilhim, J. (2009). Gestão Estratégica de Recursos Humanos. Lisboa: Instituto Superior de Ciências Sociais e Políticas.
- Burke, W.W. (2013). Organizational Change: Theory and Practice. New York: Sage.

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Cameron, K. and Quinn, R. (2011) Diagnosing and Changing Organizational Culture, 3rd Edition, Jossey-Bass, USA.

Cumming, T.G. and Worley, C.G. (2014). Organization Development and Change. Stanford, CT: Cengage Learning.

Ferreira, A. I., and Martinez, L.F. (Print 2013). Manual de Diagnóstico e Mudança Organizacional. Lisboa: RH Editora.

Figueiredo, Elisa; Material Didático de apoio às aulas, ano letivo de 22/23;

Galpin, Timothy (2000), *O Lado Humano da Mudança*, Edições Sílabo;

Lundin, Stephen C. e outros (2000), *FISH – uma nova cultura na empresa*, Editorial Presença;

Sítima, Luís; Oliveira, Felipa e Fernandes, Vanessa (2005), *LOOP – Organizações em Mudança*, Edições Sílabo;

Tavares, Maria Manuel (2004), *Desenvolvimento Organizacional – Gerir as organizações em tempo de mudança*; Universidade Lusíada editora;

Zorrinho, Carlos, Serrana, António e Lacerda, Palmira (2003), *Gerir em Complexidade - Um Novo Paradigma da Gestão*, Edições Sílabo.

#### **4. TEACHING METHODOLOGIES (INCLUDING EVALUATION)**

Teaching methodology: lecture, interactive lesson, debate, presentation and/or interaction with audiovisual aids and case studies. Students select their assessment from the following:

Ongoing assessment – one written test (60%) (with minimum grade of 7 values) + assignments (40%) – note that with the exception of those with student-worker status, ongoing assessment requires minimum attendance of two-thirds of the classes; or

Exam – one written test (100%).

#### **5. COHERENCE BETWEEN TEACHING METHODOLOGIES AND OBJECTIVES**

The teaching methodology is based on lectures of theoretical concepts and models accompanied by a critical analysis of case studies and practical assignments, their presentation and discussion so that the students visualize and understand the practical application of these concepts while they develop their critical analysis skills.

#### **6. ATTENDANCE**

Continuous assessment requires a mandatory minimum attendance of 2/3 of the classes (this condition does not apply to employed students).

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## 7. CONTACTS AND OFFICE HOURS

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### Office hours:

Thursday: 11:30h/13:00h and 16:00h-18:00h

### Area/Group Coordinator:

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## DATE

**28 de setembro de 2023**

## SIGNATURES

*Professor(s), Area/Group Coordinator or Head of Department signatures*

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*Professor(s)*

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*Area/Group Coordinator*