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SEMESTER 2 / 2021 (AUGUST 13TH – NOVEMBER 26TH)**UNDERGRADUATE COURSE****SEP0140 – CHANGE MANAGEMENT**

- **Workload:** 3 hours per week (classes) + 2 hours per week of study = 75 hours
- **Fridays:** 09.20am – 12.00pm (BRT = GMT – 03:00)

GRADUATE COURSE**SEP05835 – CHANGE MANAGEMENT**

- **Workload:** 4 hours per week (classes) + 8 hours per week of study in 15 weeks = 180 hours
- **Fridays:** 08.00am – 12.00pm (BRT = GMT – 03:00)

COURSE DESCRIPTION***Goals***

Developing Leadership skills related to the “Change Management Process”, in order to contribute to the future technological and social performance of undergraduate and graduate students.

Content Outline

- Change Management theory and techniques;
- Organizational Alignment;
- Strategic Orientation;
- Organizational Culture;
- Leadership;
- Resistance to change;
- Organizational Learning;
- Digital Transformation and Industry 4.0.

Learning Objectives

- to understand the main strategy models and techniques and the principles of strategic positioning;
- to understand organizational culture concepts and models of culture mapping in different types of organizations;
- to study the elements that define a leader, leadership profiles, and forms of leadership assessment;
- to comprehend the role of the leader as a transformation agent, success factors of change programs, and barriers and the reasons why many transformation programs fail;
- to be able to apply change management theories in digital transformation and Industry 4.0 projects.

HOW THE COURSE WILL BE TAUGHT / TEACHING METHOD

The methodology of the course will use principles of Team and Project Based Learning (TBL and PjBL). Learning objectives and opportunities depend largely on the own students. Students will regularly work in teams that, in addition to actively participating in the collective work, will contribute to the discussion, doing research, and proposing theory-based solutions to the challenges proposed by professor inspired by real cases studies. The students will assume roles and responsibilities to accomplish the work. A combination of interactive lectures, case discussions and in-class exercises and projects are supposed to be used.

Pre-class work (reading and synthesis):

The undergraduate students will have to read one mandatory and one supplementary papers before each class; and the graduate students will have to read (usually) four mandatory and one supplementary papers before each class. Each undergraduate student in the same team will read different papers in order to guarantee that the entire team understands and knows all the class content. Each student must prepare a synthesis of his or her weekly study demonstrating the comprehension and learning of the content presented by each paper. The synthesis must be delivered 48 hours before the class via the virtual learning environment (Google Classroom). Such a synthesis can be done in different formats (abstract, table, figure, mind map, podcast or video) and they will be shared with among the other students. It is supposed the use of 2 hours per week for undergraduate students and 8 hours per week for graduate students for the pre- and post-class activities.

Alignment and discussion:

The class begins with a discussion and alignment about the assigned content between the professor and the graduate students. Then, the undergrad students are integrated with their respective teams and, thus, they can start the thematic discussion. Firstly, the students share their understandings about the theory among other members of the team. Then, they work in teams to apply the concepts in an exercise, case study or a real problem. Lastly, they prepare a presentation to be shared with the whole class, as follows.

Presentation and Conclusion of the Class:

Some groups are selected to present their consolidated document for the entire class and discuss with them the most important ideas. At this moment, the professor leads the discussion and everyone can add his/her own contribution. In the end of the class, the professor summarizes the content of the class and introduces to the students what will be the content and required readings for the next class.

Final Project:

The outcome of the course is the delivery of a thematic paper or project developed in teams. Projects can be developed in partnership with real companies, and the students should put the concepts, tools and techniques learned in classroom into practice.

GRADING

Activities	Responsibility	Weight
pre-class activities (48 hours before each class)	individual	20%
attendance and active participation (in each class)	Individual / team	20%
final project or paper (second half of the semester)	team	30%
final exam (last class)	individual	30%

Criteria

Student assessment will consider:

- Professor evaluation;
- Teacher Assistant Assessment;
- Student Assessment (peer assessment);
- Performance in activities and exams;
- Self-assessment.

The following criteria will be taken into account:

- Student Performance and development during the course;
- Student contribution to the quality of the course;
- Ethical aspects, respect to the rules and to other people.

Academic Honesty

We believe and trust in everyone's proper behavior. Assigning presence without being watching the class, asking colleagues to include your name in a paper you have not contributed to, or plagiarism are examples of academic misconduct. USP has several documents that help students to understand those topics, such as code of ethics, disciplinary guidelines, and scientific good practices guidelines.

Recovery Rules

The evaluation criteria for test recovery is similar to those applied during the regular course:

1. The final grade (FG) of the student who has undergone recovery tests will depend on the semester average (SA) and the average of the recovery tests (RT), as follows:
 - a. $FG = 5$ if $5 \leq RT \leq (10 - SA)$;
 - b. $FG = (SA + RT) / 2$ if $RT > (10 - SA)$
 - c. $FG = SA$ if $RT < 5$.
2. The recovery period of the disciplines is as follows:
 - a. At the beginning of the next semester after failed in the normal evaluation;
 - b. The last moment for a recovery test is in the second to last month of the subsequent semester.