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SEMESTER 2 / 2020 (AUGUST 21ST – DECEMBER 18TH)

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;
- Digitization 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.

COURSE PROGRAM

Class	Date	Topic / Activity	Notes
00	21/08	No classes: info per e-mail	Google Classroom, readings
01	28/08	Introduction / Course presentation and Team building	Pre-readings and mindmap Real project
02	04/09	Change Management (part I) – Concepts	Pre-readings: video/podcast
03	11/09	Change Management (part II) – Tools & Techniques	Pre-readings: video/podcast
04	18/09	Organizational Alignment	Pre-readings: video/podcast
05	25/09	Real case / challenge	Partnership
		Online Workshop on Digital Transformation (DX)	Partners
06	02/10	Project Teamwork / Tutorship	Project development
06	09/10	Strategic Orientation	Pre-readings: video/podcast
08	16/10	Organizational Culture (part I) – Concepts	Pre-readings: video/podcast
09	23/10	Project Teamwork / Tutorship	Project development
10	30/10	Organizational Culture (part II) – Tools & Techniques	Pre-readings: video/podcast
11	06/11	Leadership	Pre-readings: video/podcast
12	13/11	Project Teamwork / Tutorship	Project development
	20/11	Holliday (São Paulo)	Project development
13	27/11	Resistance to Change	Pre-readings: video/podcast
14	04/12	Organizational Learning	Pre-readings: video/podcast
15	11/12	Final Project Presentation	Final exam in group
	18/12	Final exam	Final exam individually

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 and companies' partners. 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 students 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 36 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-class preparation.

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. This is the moment when the professor leads the discussion and everyone can add his/her own contribution. In the end of the class, the professor explains for the students what will be the content and required readings for the next class.

Project Development:

The final outcome of the course is the delivery of a thematic project developed in teams. This project is developed in partnership with real companies, and the students should put all the concepts, tools and techniques learned in classromm into practice.

GRADING

Activities	Responsibility	Weight
pre-class activities (36 hours before each class)	individual	20%
attendance and active participation (in each class)	individual	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 (pairs);
- Performance in activities and exams;
- Self-evaluation.

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;

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.