

Course Unit	Change Management		Field of study	-	
Classification	Postgraduate Degree in Digital Transformation		School	School of Technology and Management	
Academic Year	2022/2023	Year of study	1	Level	2-1
Type	Semestral	Semester	1	ECTS credits	2.0
Code	5062-717-1103-00-22				
Workload (hours)	54	Contact hours	T -	TP -	PL -
			TC -	S -	E -
			OT -	O -	

T - Lectures; TP - Lectures and problem-solving; PL - Problem-solving, project or laboratory; TC - Fieldwork; S - Seminar; E - Placement; OT - Tutorial; O - Other

Name(s) of lecturer(s) Maria Clara Rodrigues Bento Vaz Fernandes

Learning outcomes and competences

At the end of the course unit the learner is expected to be able to:

1. To understand the process of organizational change;
2. To understand the various stages of the change process;
3. To know the techniques to be adopted for each stage of the change process;
4. To understand the change process in the context of improving the quality of organizations;
5. To know the methodologies for improving quality and simplifying processes;
6. To understand the various techniques to represent, analyze and evaluate processes;
7. To know the advantages of applying Lean Principles to the areas of Public Administration.

Prerequisites

Before the course unit the learner is expected to be able to:
Without prerequisites.

Course contents

Management of organizational change. Quality and processes improvement methodologies. Application of Lean principles to change process.

Course contents (extended version)

1. Management of organizational change.
 - Organizational change concept.
 - Context and change strategies.
 - Process of organizational change.
 - Stages of the change process.
2. Quality and Processes improvement methodologies.
 - Quality management (ISO 9000: 2015) fundamentals.
 - Quality tools.
 - Tools for analysis and simplification. of processes.
 - Indicators for evaluating processes.
 - PDCA and DMAIC methodologies.
 - Case studies.
3. Application of Lean principles to change process
 - Principles of Lean Thinking.
 - Waste and value.
 - Types of waste.

Recommended reading

1. Heizer, J. , Render, B. & Munson, C. (2017). Operations Management: Sustainability and Supply Chain Management (12th edition). London: Pearson Education Limited.
2. IPQ. (2015). NP EN ISO 9001: 2015 -- Sistemas de Gestão da Qualidade -- Requisitos. Caparica: IPQ -- Instituto Português da Qualidade
3. Montgomery, D. C. (2013). Introduction to Statistical Quality Control (7 ed.). John Wiley & Sons
4. Pinto, J. P. (2014). Pensamento Lean (6 ed.). Edições Lidel.
5. Smith, R. , King, D. , Sidhu, R. , & Skelsey, D. (2014). The effective change manager's handbook : essential guidance to the change management body of knowledge. Kogan Page.

Teaching and learning methods

The program will be taught essentially in presence sessions (PS). The subsequent work to deepen the program will be developed in non presence sessions (NP). The PS include the resolution of cases studies and clarification of doubts. In the NP will be given particular relevance to the applied examples which take into account the needs and interests of students.

Assessment methods

1. Alternative 1 - (Regular, Student Worker) (Supplementary, Special)
 - Final Written Exam - 100%
2. Alternative 2 - (Regular, Student Worker) (Final)
 - Practical Work - 100% (Project developed with another curricular unit and presented outside academic hours.)

Language of instruction

Portuguese, with additional English support for foreign students.

Electronic validation

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26-11-2022	28-11-2022	27-03-2023