

**University of São Paulo (USP)**

Luiz de Queiroz College of  
Agriculture (Esalq)  
Dep. of Economics, Management  
and Sociology  
Pádua Dias Av., 11, Piracicaba - SP,  
Brazil  
Zip Code: 13418-900

São Carlos School of Engineering  
(EESC)  
Dep. of Production Engineering  
Trab. São Carlense Av., 400 -  
Parque Arnold Schmidt, São  
Carlos - SP, Brazil  
Zip Code: 13566-590

**Mateus C. Gerolamo**

Associate Professor  
[mateus.gerolamo@usp.br](mailto:mateus.gerolamo@usp.br)

**Sânia Fernandes**

Assistant Professor  
[sania.scf@gmail.com](mailto:sania.scf@gmail.com)

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**SEMESTER 2 / 2025 (AUGUST 04<sup>TH</sup> – DECEMBER 05<sup>TH</sup>)****GRADUATE COURSE: [SEP05835 – CHANGE MANAGEMENT](#)**

- Production Engineering Graduate Program / São Carlos School of Engineering (EESC) / USP
- 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)
- Teaching Assistant (TA): PhD candidate MSc Luana Coelho de Moraes [luanacoelho@usp.br](mailto:luanacoelho@usp.br)

**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*

- o Change Management theory and techniques;
- o Organizational Alignment;
- o Strategic Orientation;
- o Organizational Culture;
- o Leadership;
- o Resistance to change;
- o Organizational Learning;
- o Exploring Emerging Trends and Future Frontiers:
  - o 4<sup>th</sup> Industrial Revolution;
  - o Digital Transformation;
  - o Enabling Technologies of Industry 4.0 and Agribusiness 4.0;
  - o Deep Tech;
  - o Circular economy and Decarbonization.

### *Learning Objectives*

- o to understand the main strategy models and techniques and the principles of strategic positioning;
- o to understand organizational culture concepts and models of culture mapping in different types of organizations;
- o to study the elements that define a leader, leadership profiles, and forms of leadership assessment;
- o 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;
- o to be able to apply change and innovation management theories to the exploration of emerging trends and future frontiers.

### **HOW THE COURSE WILL BE TAUGHT / TEACHING METHOD**

The course will be taught online with synchronous classes, supplemented by asynchronous online activities. The methodology will utilize principles of Team-Based Learning (TBL) approaches. Learning objectives and opportunities depend largely on the students themselves. Students will regularly work in teams, actively participating in collective work, contributing to discussions, conducting research, and proposing theory-based solutions to challenges inspired by real case studies. Students will assume roles and responsibilities to accomplish the work. A combination of interactive lectures, case discussions, and in-class exercises and projects will be used to facilitate learning.

#### *Pre-class work (reading and synthesis):*

The students will have to read mandatory and supplementary papers before each class. Each student in the same team will read different papers in order to guarantee that the entire team understands and knows all the class content. They 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, essay, table, figure, mind map, infographic, podcast or video) and they will be shared with among the other students. It is supposed the use of 8 hours per week for graduate students for the pre- and post-class activities.

#### *Alignment and discussion:*

The online class begins with a discussion and alignment about the assigned content between the professor and all students. Then, students are integrated with their respective teams in outbreak room 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
<b>pre-class activities</b> (48 hours before each class)	individual	30% (20%)
<b>online attendance and active participation</b> (in each class)	Individual / team	30% (20%)
<b>final project or paper</b> (second half of the semester)	team	40% (30%)
<b>final exam</b> (last class - if performance below minimum required)	individual	// (30%)

## Criteria

Student assessment will consider:

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

The following criteria will be taken into account:

- o Student Performance and development during the course;
- o Student contribution to the quality of the course;
- o 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. Students must declare any use of AI tools, confirming they were used ethically and did not replace their own work. USP has several documents that help students to understand those topics, such as code of ethics, disciplinary guidelines, and scientific good practices guidelines.

## COURSE PROGRAM

Class	Date	Topic / Activity	Notes
1	08/Aug	Course presentation	Pre-readings notes
2	15/Aug	Team building	teamwork
3	22/Aug	Introduction	Pre-readings assignments
4	29/Aug	Change Management (part I) – Concepts	Pre-readings assignments
5	05/Sep	Change Management (part II) – Tools & Techniques	Pre-readings assignments
6	12/Sep	Organizational Alignment	Pre-readings assignments
7	19/Sep	Overview and discussion	Assignments (meta mind-synthesis)
8	26/Sep	Strategic Orientation	Pre-readings assignments
9	03/Oct	Organizational Culture (part I) – Concepts	Pre-readings assignments
10	10/Oct	Organizational Culture (part II) – Tools & Techniques	Pre-readings assignments
11	17/Oct	Leadership	Pre-readings assignments
12	24/Oct	Project development	teamwork
13	31/Oct	Overview and discussion	Assignments
14	7/nov.	Project development	teamwork
15	14/nov.	Resistance to Change & Organizational Learning	Pre-readings assignments
//	21/nov.	No classes	Holiday (20-22/Nov.)
16	28/nov.	Final Project Presentation	teamwork
17	05/Dec	Final Exam (if performance below minimum required)	Individual activity