



UNIVERSIDADE LUSÍADA  
LISBOA

Course Unit Program  
Organizational Diagnosis and Change

Academic Year 2023/2024

**1. Organic Unit**

Faculty of Business and Economic Sciences

**2. Course**

HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL ANALYSIS

**3. Cycle**

2nd

**4. Course Unit**

Organizational Diagnosis and Change (N3114)

**5. Scientific Area**

**6. Curricular Year**

1st

**7. Type of Curricular Unit / Semester**

2nd Semester



UNIVERSIDADE LUSÍADA  
LISBOA

#### 8. Class type and workload (work time)

|                               |       |
|-------------------------------|-------|
| Practical classes:            | 0,00  |
| Theoretical-Practical Classes | 15,00 |
| Tutorial Guidance:            | 20,00 |

#### 9. ECTS Credits

7,50

#### 10. Scientific Area Coordinator

#### 11. Regent

Prof. Doutora MARIA MANUELA MARQUES FAIA CORREIA

#### 12. Assistants

#### 13. Teaching Language

Portuguese

#### 14. General Objectives

The CU of Organizational Diagnosis and Change is an introduction, aggregating theoretical knowledge, methods and techniques acquired in several CUs'.

This CU was conceptualized as having two blocks, diagnosis and organizational change.

#### 15. Specific Objectives

1. Describe the organization, its actors, sub-systems and chain of relationships.
2. Identify and formulate the organizational problems.
3. Choose and adapt a diagnostic model to a concrete organizational situation.
4. Define the various levels of objectives that the organizational change project aims to accomplish and be able to rank them and establish the proper relationships between them.
5. Master organizational diagnosis techniques signal organizational dysfunctions.

#### 16. Skills to be acquired

- Develop rhythm and organization skills for individual and group work;
- Develop capacity for analysis and synthesis;
- Oral and written communication skills;
- Know in depth the models of diagnosis and organizational change.

#### 17. Teaching Methodology

The teaching will have an eminently practical characteristic and will be amply illustrated by the students through reference cases. Tutorial sessions will be used to support short papers of academic nature and the development of cases.



UNIVERSIDADE LUSÍADA  
LISBOA

## 18. Course Unit Program

### 1. framework and diagnostic models

#### 1.1 Framework and pertinence of the diagnostic models

#### 1.2 Analytical Model

#### 1.3 Force fields model

#### 1.4 The Action-Research Model

#### 1.5 The Consultancy and Management Model

#### 1.6. McKinsey's 7-S Model

#### 1.7. Weisbord's Six Boxes Model

#### 1.8. Other Models

### 2. Diagnostic Methods

### 3. Organizational Change 3.1.

#### 3.1 Nature of Organizational Change

#### 3.2 Perspectives/Schools of analysis of the Organizational Change: Van de Ven & Poole's Typology (1995)

##### 3.2.1 The theological school

##### Dialectical School 3.2.3.

##### 3.2.3 Evolutionary School

##### 3.2.4 The Life Cycle School

#### 3.3 Categories of Organizational Change Classification: Process, Form and Scale.

##### 3.3.1 Process of Change

###### 3.3.1.1. discontinuous

###### 3.3.1.2. incremental

###### 3.3.1.3. continuous

###### 3.3.1.4 Punctuated equilibrium

##### 3.3.2 Form of change

###### 3.3.2.1. planned

###### 3.3.2.2. Emergent

###### 3.3.2.3. Contingent

###### 3.3.2.4. Choice/strategy

###### 3.3.2.5. improvised

##### 3.3.3 Scale of change



UNIVERSIDADE LUSÍADA  
LISBOA

- 3.3.3.1. convergent change
- 3.3.3.2. incremental adjustment
- 3.3.3.3. modular transformation
- 3.3.3.4. organizational transformation

#### 4. Change Management: Analytical Models and Role of Change Agents

- 4.1. main analytical models in the processes and forms of change
- 4.2 Role and competencies of organizational change agents in the main analytical models of process and form.

#### 5. Change Project Management: From Diagnosis to Monitoring

### 19. Assessment Methods

Students should do the prior readings recommended in each week's planning and contribute actively and positively to class discussions (via questions, answers, and comments).  
Group Work. Realization of a diagnosis of needs.

### 20. Didactic Resources

Material to be provided to the students. Films. Case Studies.

### 21. Sustainability Objectives

- SDG 4: Quality Education
- SDG 8: Decent work and economic growth

### 22. Keywords

Change  
Diagnosis  
Models  
Agents



UNIVERSIDADE LUSÍADA  
LISBOA

### 23. Main Bibliography

Author(s): Dawson, P & Andriopoulos, C  
Title: Managing Change, Creativity and Innovation  
Edition: 4 Year: 2021  
Local: London  
Publisher: Sage

---

Author(s): Anderson,  
Title: Organization Development: The Process of Leading Organizational Change  
Edition: 5 Year: 2019  
Local: London  
Publisher: Sage

---

Author(s): Vakola, M., & Petrou, P.  
Title: Organizational change : psychological effects and strategies for coping  
Edition: 1 Year: 2018  
Local: NY  
Publisher: Routledge

---

### 24. Complementary Bibliography

Author(s): Burke, W., & Noumair, D,  
Title: Organization development  
Edition: 3 Year: 2015  
Local: NJ  
Publisher: Pearson

---

Author(s): Burke, W.  
Title: Organization Change: Theory and Practice  
Edition: 5 Year: 2017  
Local: NY  
Publisher: Sage

---



UNIVERSIDADE LUSÍADA  
LISBOA

| Ficha técnica MIP / MIP Datasheet |                                                                                     |
|-----------------------------------|-------------------------------------------------------------------------------------|
| Título / Title                    | Course Unit Program 'DIAGNÓSTICO E MUDANÇA ORGANIZACIONAL': Academic Year 2023/2024 |
| Autor / Author                    | Prof. Doutora MARIA MANUELA MARQUES FAIA CORREIA                                    |
| Classificação / Classification    | -                                                                                   |
| Descritores / Descriptors         | -                                                                                   |
| Colaborador(es) / Colaborator(s)  | -                                                                                   |
| Data Hora / Date Time             |                                                                                     |
| Formato de dados / Data Format    | Texto / Text, PDF                                                                   |
| Estatuto de utilização / Usage    | Acesso público / Public Access                                                      |
| Relação / Relation                | Version 1,0                                                                         |
| (c) Universidade Lusíada, 2024    |                                                                                     |