UNIVERSIDADE LUSÍADA
LISBOA

Course Unit Program
Organizational Development

Academic Year 2025/2026

1. Organic Unit

Faculty of Business and Economic Sciences

2. Course

Human Resource Management

3. Cycle

1st

4. Course Unit

Organizational Development (11330)

5. Scientific Area

6. Curricular Year

3rd

7. Type of Curricular Unit / Semester

2nd Semester

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8. Class type and workload (work time)

Theoretical classes:	
Practical classes:	
Theoretical-Practical Classes	30,00
Tutorial Guidance:	20,00

9. ECTS Credits

6,00

10. Scientific Area Coordinator

11. Regent

Prof. Doutora MARIA MANUELA MARQUES FAIA CORREIA

12. Assistants

13. Teaching Language

Portuguese

14. General Objectives

To transmit to the students knowledge about OD, different perspectives and methodologies of diagnosis and intervention in organizations. Sensitizing them to the organizational context and the challenges it poses to companies,the need for organizational change and the conditions for implementing this change successfully.

15. Specific Objectives

Transmit the philosophy, processes and techniques of O.D., in order to
- characterize the organizational model of the company and its adequacy to the challenges of the surroundings;
- indicate ways of action to make the components of organizational culture evolve,
- characterize the forms of organizational change;
- identify the agents of change and the ways to implement change in organizations;
- characterize the forms of corporate restructuring.

16. Skills to be acquired

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Critically analyze OD models, assessing their strategic relevance.
Evaluate the values and principles of OD in their application in organizational contexts.
Identify cultural, structural, and individual barriers to organizational change and propose management strategies.
Plan and implement interventions at different levels, suitable for different change scenarios.
Apply action-research methodologies to diagnose needs and evaluate the impacts of OD interventions.

17. Teaching Methodology

Expository.
Analysis and discussion of case studies in OD.

18. Course Unit Program

1. CHANGE AND ORGANIZATIONAL DEVELOPMENT

1.1 Concepts, field and values.
1.2. Content, processes and context.
1.3.Approaches and models about Change.
1.4.Agents and targets of change.
1.5.Forces driving and resisting change.
1.6.Different types of interventions and research in O.D.

2. DIAGNOSIS AND ASSESSMENT FOR O.D.

2.1.Organizational diagnosis and evaluation models: levels, organizational assessment programs and stages
2.2 Building diagnostic surveys
2.3.Data collection and analysis
2.4.Feedback on the data and planning the change for O.D..

3. IMPLEMENTING AND EVALUATING O.D. INTERVENTIONS

3.1.Criteria and aspects to consider in the evaluation of Organizational Change
3.2.Challenges of evaluation and implementation for OD

4. THE FUTURE OF O.D.

19. Assessment Methods

2 written tests (weighting factor 3).
4 Case studies with mandatory presentation (weighting factor 2.5).

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20. Didactic Resources

PowerPoint, case studies, scientific articles, videos.

21. Sustainability Objectives

SDG 4: Quality Education - Development of competencies in organizational diagnosis, design of interventions, and evaluation of change, grounded in evidence.

SDG 8: Decent Work and Economic Growth - Organizational Development promotes cultural and structural changes that foster innovation, fair work practices, and sustainable processes.

22. Keywords

Organizational Development
Change
Diagnosis
Organizational frameworks
Intervention

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23. Main Bibliography

Author(s): Anderson, D.L.
Title: Organization Development The Process of Leading Organizational Change
Edition: 6 Year: 2023
Local: London
Publisher: Sage
ISBN Code:

Author(s): Valadares Tavares, M.
Title: Desenvolvimento Organizacional
Edition: 1 Year: 2004
Local: Lisboa
Publisher: Universidade Lusíada
ISBN Code:

Author(s): Anderson, D.L.
Title: Cases and Exercises in Organization Development & Change
Edition: 2 Year: 2017
Local: London
Publisher: Sage
ISBN Code:

24. Complementary Bibliography

Author(s): Camara,P. B.
Title: Organização e Desenvolvimento de Empresas
Edition: 2 Year: 1997
Local: Lisboa
Publisher: D.Quixote
ISBN Code:

Author(s): Rothwell, W.; Stopper, A and Myers, J.
Title: Assessment and Diagnosis for Organization Development (...)
Edition: 1 Year: 2017
Local: London
Publisher: CRC Press
ISBN Code:

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Autor / Author	Prof. Doutora MARIA MANUELA MARQUES FAIA CORREIA
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