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CENTRO: .....	CENTRO DE CIÊNCIAS SOCIAIS E HUMANAS (CCSH)
DEPARTAMENTO: .....	CIÊNCIAS ADMINISTRATIVAS (CAD)
PROGRAMA: .....	PROGRAMA DE PÓS-GRADUAÇÃO EM ADMINISTRAÇÃO (PPGA-UFSM)
CURSO: .....	CURSO DE DOUTORADO ACADÊMICO EM ADMINISTRAÇÃO
DISCIPLINA: .....	CAD863 - ESTRUTURA, PROCESSO E MUDANÇA (OPTATIVA)
CRÉDITOS: .....	04 - 60 HORAS-AULA

## PROGRAMA DA DISCIPLINA

### 1. OBJETIVO:

- Discutir a concepção de estrutura organizacional e a sua inter-relação com a gestão de processos de uma organização;
- Apresentar a importância da estrutura organizacional para a competitividade da organização, dando ênfase a internacionalização;
- Estudar e debater o estado da arte da estrutura organizacional e da gestão de processos;
- Analisar as mudanças e adequações da estrutura e processos organizacionais em diferentes situações, à luz da compreensão dos fatores que as condicionam; e
- Mostrar conhecimentos e habilidades que possibilitem a avaliação de uma estrutura e seus processos e, conseqüentemente, seu aprimoramento.

### 2. EMENTA:

“A gestão de processos operacionaliza as grandes linhas de ação, definidas pelo planejamento, para alcance dos objetivos da organização. A estrutura concomitantemente diferencia e integra os recursos humanos e materiais em unidades, definindo processos de atividade, comunicação e decisão, viabilizando o processo gerencial, estabelecendo relações horizontais, verticais e diagonais para integrar essas unidades, possibilitando responder às necessidades dos *stakeholders* com maior rapidez, menor custo e elevado padrão de qualidade. As mudanças na estrutura das empresas são frequentes e refletem uma necessidade de adaptação às nuances do ambiente externo, assim como, por vezes, podem decorrer de procedimentos intuitivos e mal compreendidos. A inovação e a internacionalização conduzem as empresas a procurar formas estruturais alternativas que possibilitem lidar ao mesmo tempo com conjunturas e mercados distintos, clientes de várias categorias, produtos e serviços cada vez mais diversificados e particularidades locais.”

### 3. CONTEÚDO PROGRAMÁTICO:

- Introdução: conceitos básicos e reflexão
- Estrutura organizacional: conceitos e determinantes da abordagem sistêmico-estrutural
- Estrutura organizacional: componentes e condicionantes
- Estratégia e Estrutura
- Departamentalização
- Abordagens para estruturas organizacionais
- Recursos, competências e capacidades
- Capacidades Dinâmicas
- Mudança organizacional
- Mudança organizacional: abordagens múltiplas
- Estrutura e Internacionalização

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