

MANAGEMENT PRINCIPLES

Degree in Public Management

Code: 11700

Main Scientific Area: Business management

Lecturer: Paula Maria Cortez Loureiro

Language of Instruction: Portuguese

Regime: S1

Contact Hours: 45h Total Workload: 95h

ECTS: 5,0

Objectives

The curricular unit of "Principle of Management" aims to put students in touch with key management concepts, providing an integrated view of processes and their different fields. The aim is thus to approach the management process and strategic management as an area integrator, highlighting the importance of aligning change, strategy and performance through the involvement and empowerment of people.

In this sense, we define the following learning objectives:

OBJ1: Identify the specific organizations and the role of management in organizations.

OBJ2: Know the concepts and fundamental theories of management process in organizations.

OBJ3: Understanding the challenges of management in nowadays.

OBJ4: Identify and interpret the fundamental functions of management and their interdependence.

OBJ5: Developing the capacity for critical thinking on the various perspectives and practices of business management.

OBJ6: Understand and identify key steps in the implementation of specific methodologies of strategic management aligned with the evaluation of performance in public organizations.

Learning Outcomes

CP1: Knowing define "organization". Identify the distinguishing aspects of organizations for each of the different sectors (public, private and social economy). Understand the importance of clear objectives for the operation of an organization.

CP2: Explain the concepts of efficiency, effectiveness, economy, ethics, social and environmental responsibility, competitiveness, customer satisfaction and relate them to the organization performance. Know and explain the various stages and components of the management process.

CP3: Know how to explain what is the organization management. Identify the functions that integrate the management activity and know what constitutes each. Know interpret, in simple cases, the inter-relationship of

management functions.

CP4: Understand and know how to explain the contribution of the main theories for the evolution of thinking in management. Understand and discuss the potential of information and communication technologies for organizational change and its management. Understand and discuss the importance of knowledge management and learning.

Course Contents

1. Introduction

1.1- The organizations and their objectives

1.2- The organizations performance

1.3- The management functions

1.4- The division of labor and organizational structure

1.5- The management hierarchy

1.6 - The value chain

2. The Evolution of management thought

2.1- The Organization as a closed system: from classical approaches to humanistic theories

2.2- The systemic theory

2.3- The interactionist theories

3. The current context of management

3.1- The information and communication technologies, globalization and networks

3.2- Knowledge management, learning and innovation

3.3- Citizenship, ethics and social responsibility

4. Decision Making

4.1- Models of decision making

4.2- Decision making in groups

4.3- The cultural dimension

5. Planning and Strategy

5.1- The planning function

5.2- From the long term planning to the strategic management

5.3- The strategic management

5.4- Strategic development

6. Organization and Organizational Structure

6.1- Organizational function

6.2- The informal organization

6.3- Complexity, formalization and centralization

6.4- Organizational structures

7. Driving people

7.1- Driving people function

7.2- Communication

7.3- Motivation: theories and practice.

7.4- Leadership: theories and challenges.

8. Control

8.1- Control function

8.2- Control instruments

8.3- Principles of a control system

Recommended Bibliography

Carapeto, C. Fonseca, F. (2005). *Administração Pública: Modernização, Qualidade e Inovação*. Lisboa: Edições Sílabo.

Cunha, M., Rego, A., Cunha, R. Cabral-Cardoso, C. (2007). *Tempos Modernos: uma história das organizações*. Lisboa: Editorial Sílabo.

Cunha, M., Rego, A., Cunha, R. C. Cabral-Cardoso, C. (2007). *Manual de comportamento organizacional e gestão*. Lisboa: Editora RH.

Donnelly, Jr., Gibson, J.L. Ivancevich, J.M. (2000). *Administração: princípios de gestão empresarial*. Lisboa: McGraw-Hill (Cap 2, 3)

Fonseca, F. Carapeto, C. (2009). *Governança, Inovação e Tecnologias: O Estado Rede e a Administração Pública do Futuro*. Lisboa: Editorial Sílabo.

Pinto, C. et al. (2009). Fundamentos de Gestão. 2ª edição. Lisboa: Editorial Presença.

Sousa, A. (1999). Introdução à gestão: uma abordagem sistémica. Lisboa: Verbo

Teixeira, S. (2015). Gestão das organizações. 2.ª Edição. Lisboa: McGraw-Hill de Portugal.

Learning and Teaching Methods

The first objective concerns the understanding and explanation of the main concepts of management. Accordingly, in the first topic of programmatic content we will discuss the concepts of organization and management, the roles and responsibilities of the manager. At the same time will be announced, broadly speaking, the evolution of management and its major contributions. In order to establish the importance of the concepts and analyzed contributions, will be addressed the current context of organizations, with the most recent clarification of concepts such as internationalization, ethics and social responsibility (OBJ 1, 2 e 3).

In a second moment, we will enable students to know in depth the process management and its various functional policies. The second topic of syllabus is dedicated to the study of planning and strategy as integrative management area, moving subsequently to understanding the decision-making process and the management functions such as organization, leadership and control. The third and final topic consolidates the study process management with the approach to the strategic role of different functional areas. Along the sessions students will be encouraged to develop their critical spirit either through analysis and resolution of case studies or by practical examples. This theoretical approach will allow the student to develop practical skills of structuring and rationale (OBJ 4, 5 e 6). Considering the learning objectives and the programmatic contents, the coherence between them is established as follows:

- OBJ1 is achieved through CP1.
- OBJ2 is achieved through CP2 and CP3.
- OBJ3 is achieved through CP2 and CP3.
- OBJ4 is hit via CP2 and CP3.
- OBJ5 is hit via CP3.
- OBJ6 is hit via CP4.

Assessment Methods

Assessment is ruled by the Academic Regulations and the Regulations for the Assessment of Knowledge and Competences of the IPCA School of Management (RACC).

In the continuous assessment modality, students will be assessed according to the following components:

Face-to-face regime: A1: A1: Practical exercises in the classroom, with a weighting of 15% of the final grade;
A2: Mini-test, with a weighting of 15 per cent of the final grade;
A3: Test, with a weighting of 70 per cent of the final grade.

B-learning scheme:

A1: Minitest, with a weighting of 25 per cent on the final grade;
A2: Written test, weighting 75 per cent of the final grade.

For students to pass the course in this mode, they must obtain at least eight marks in the test and a final weighted average of 9.5 marks.

The final exam is for students who missed the continuous assessment, failed it or improved their grade. It has a

weighting of 100 per cent. The date of the exam is set in a specific timetable.