

FUNDAMENTALS OF MANAGEMENT

Degree in Finance

Degree in Touristic Activities Management

Degree in Touristic Activities Management

Code: 12512

Main Scientific Area: Business management

Lecturer: Márcia Marina Rodrigues Brito Duarte

Language of Instruction: Portuguese

Regime: S1

Contact Hours: 60h Total Workload: 108h

ECTS: 6,0

Objectives

The curricular unit 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:

R1: Identify the specific organizations and the role of management in organizations.

R2: Know the concepts and fundamental theories of management process in organizations.

R3: Identify and interpret the fundamental functions of management and their interdependence. R4: Developing the capacity for critical thinking on the various perspectives and practices of business management.

Learning Outcomes

R1: 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. R2: 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. R3: Identify the functions that integrate the management activity and know what constitutes each. Know interpret, in simple cases, the inter-relationship of management functions. R4: 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 as strategic factors for the organizations competitiveness.

Course Contents

1 - MANAGEMENT AND ITS CONTEXT 1.1-Basics 1.1.1-Management and the role of manager 1.1.2-The Evolution of Management 1.2-The current context of management 1.2.1-Globalization 1.2.2-Ethics and Social Responsibility 2 - PROCESS MANAGEMENT 2.1-Planning and Strategy 2.1.1-Strategic management and competitiveness 2.1.2-Analysis of the external environment 2.1.3-Analysis of indoor environment 2.1.4-Development of strategic 2.2-Decision-making 2.2.1-models decision-making 2.2.2 Decision-making in groups 2.3-Organization 2.3.1-Complexity,

Formalization and Centralization 2.3.2 Organizational Structures 2.4-Leadership 5/15 2.4-1-Motivation: Theories and practice. 2.4.2-Leadership: Theories and challenges. 2.5-Control 2.5.1-Perspectives in Management Control 2.5.2-Internal Control 2.5.3-Management control: objectives and instruments

Recommended Bibliography

Cunha, M., Rego, A. Cabral-Cardoso, C. (2019). Teoria da Organizações e da Gestão: uma perspetiva histórica (1ª edição). Lisboa, Edições Sílabo.

Teixeira, S. (2017). Gestão das Organizações. (3ª edição). Lisboa: Escolar Editora.

Maçães, Manuel Alberto Ramos (2014). Manual de Gestão Moderna - Teoria e Prática. (2ª edição). Lisboa: Actual Editora

Carvalho, J. E. (2011). Gestão de Empresas – Princípios Fundamentais. Lisboa: Edições Sílabo.

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

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

Robbins, S.P. Coulter, M. (1999). Management. London: Prentice-Hall.

Sousa, A. (1997). Introdução à gestão: uma abordagem sistémica. Lisboa: Verbo 6/15

Tripathi, P. C. Reddy, P. N. (2008). Principles of Management. McGraw-Hill

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. 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.

Assessment Methods

Degree in Business Management (L and PL) (Prof. Márcia Duarte)

- test: 50% (minimum grade 10)

- group work with mandatory presentation: 30% Group Work consists of a case study about a specific company, and you have to interview the respective Top Manager (minimum score 8 points)

- practical cases and group activities: 20% (only valid for continuous assessment) (minimum grade 8 points)

Exam season:

30% group work; 70% exam

Special Season:

exam: 100%

Professor Oscarina Conceição

Mandatory continuous assessment:

The Multidisciplinary and Creative Project "FASA 50/10" is mandatory for GAT students, who started the course in the 2022/23 academic year or later years.

The Multidisciplinary and Creative Project "FASA 50/10" has a weight of 15% in the final grade of all curricular units. This grade is applicable in all assessment periods (continuous assessment and in all exam periods).

Students who do not complete the "FASA 50/10" Multidisciplinary and Creative Project, or the replacement work (when applicable), will receive a grade of zero in this component.

The multidisciplinary and creative project "FASA 50/10" has no minimum grade.

Exceptional cases: repeating students, student workers or other "special statuses" and students who improve their grades, who prove that they cannot participate in classes and respective work, may request, via MOODLE, the "REPLACEMENT METHODOLOGY", up to 15 October 2023. The application must be submitted in Moodle for each curricular unit.

"REPLACEMENT METHODOLOGY": each curricular unit must include a "replacement work for the FASA 50/10 multidisciplinary and creative project" for cases in which this applies (see exceptional cases), with a weighting of 15%. The remaining elements of the "REPLACEMENT METHODOLOGY" (85%) are defined by the teacher of each curricular unit.

WEIGHTING:

-60%: In-person test with a minimum grade of 8 values.

-25%: Group work with mandatory presentation

-15%: preparation of the "FASA 50/10 PROJECT" in groups of (+/-5) students with mandatory presentation.

Assessment by EXAM (all periods):

- 85%: Written exam on all topics taught;

- 15%: grade obtained within the scope of the preparation of the "FASA 50/10 PROJECT" in groups of students with mandatory presentation, or the grade of the replacement WORK (individual or group) in the case of repeating students and student workers (who can prove overlap with classes).

GRADE IMPROVEMENT EXAMINATIONS:

In the case of students who intend to improve their grade in curricular units that they obtained approval for before the implementation of the "FASA 50/10 project" in the curricular year in which the UC is included, the exam must be weighted in 100%.

EVALUATION CRITERIA of the Multidisciplinary and Creative Project "FASA 50/10" (15% weighting):

30% PITCH (presentation in English, of which 10% individual assessment);

40% Digital portfolio (in English);

20% attendance and participation in SOFT SKILLS and SPRINT WEEKS sessions;

10% self and hetero evaluation session on performance in the preparation and presentation of the Pitch, mediated by the mentor.

NOTE: the final grade is the responsibility of the 5 teachers.