

## **INTRODUCTION TO MANAGEMENT**

Degree in Taxation

Degree in Taxation

---

Code: 15875

Main Scientific Area: Business management

Lecturer: Oscarina Susana Vilela da Conceição

Language of Instruction: Portuguese

Regime: S1

Contact Hours: 45h Total Workload: 123h

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

##### 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 perspectiva histórica (1ª edição). Edições Sílabo.

Teixeira, S. (2017). Gestao das Organizacoes. (3ª edicao). Escolar Editora.

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

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

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

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

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

Sousa, A. (1997). Introdução à gestão: uma abordagem sistémica. Verbo

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**

Continuous evaluation methodology:

Presence at least 2/3 of classes to go to continuous assessment;

Test: 60%;

Practical work in Group (With presentation required) - 40%.

This evaluation component (practical work and pitch) can not be made or postponed for the time of examinations.