

FUNDAMENTALS OF MANAGEMENT

Code: 314044

Main Scientific Area: Business Management and Administration

Lecturer: Teresa Maria Leitão Diegues

Language of Instruction: Portuguese

Regime: S1

Contact Hours: 60h Total Workload: 108h

ECTS: 6,0

Objectives

Identify organizations' characteristics and principles and the role of management in organizations

Recognize the concepts and fundamental theories of management process in organizations

Identify and integrate the fundamental functions of management and their interdependence

Diagnose different perspectives of organizations' management and propose improvement practices in organizational context

Learning Outcomes

At the end of the course, it is expected students to be able to:

Identify distinguishing characteristics of different organizations' sectors (public, private, and social economy)

Understand the importance of established functional management processes for organizations' effectiveness and efficiency

Recognize and interrelate the various phases and functions of management processes and perform diagnostic and problem-solving tasks in an organizational context

Incorporate information and communication technologies potential as an instrument of change in organizations and their management

Link and apply knowledge and learning management as strategic factors for organizations' competitiveness

Course Contents

1) MANAGEMENT AND ITS CONTEXT:

1.1. Basics

1.1.1. Management and the manager's role

1.1.2. The Evolution of Management

1.2. The current management context

1.2.1. Globalization

1.2.2. Ethics and Social Responsibility

2) THE MANAGEMENT PROCESS

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 internal environment

2.1.4. Strategies' development

2.2. Decision-making

2.2.1. Decision-making models

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

Carvalho, C., Negas, M., Sousa, I., e Bernardo, M. R. (2021).Gestão das Organizações: Uma Abordagem Integrada e Prospetiva.Edições Sílabo

Carvalho, J. (2019).Gestão de Empresas: Princípios Fundamentais.Edições Sílabo

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

Mações, M. (2018).Manual da Gestão Moderna.Actual Editora

Pinto, C., Rodrigues, J., Rodrigues, R., Moreira, M. A., e Melo, L. (2006).Fundamentos de Gestão. Editorial

Presença

Robbins, S. e Coulter, M. (2012).Management.Prentice-Hall.

Sottomayor, A., Duarte, M., e Rodrigues, J. (2021).Princípios de Gestão das Organizações. Rei dos Livros

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

Teixeira, S. (2022).Gestão das Organizações. Escolar Editora

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

Learning and Teaching Methods

The first objective is related to the analysis and understanding of the main concepts from the area related to management and the managers' role in organizations. This way, the first content topic will address the concepts of: organization and management, and managers' competencies. At the same time, the evolution of management and its main contributions will be explored. Underlining the importance of the previously analyzed concepts, the first topic of the program will also address the current organizations' context, with an explanation of more recent concepts such as internationalization, ethics, and social responsibility.

In a second moment, it is intended that students get in-depth knowledge of the management process and its different functional policies. The second content topic studies the main management functions and their interdependence. Thus, planning and strategy will be approached as an integrative management area. This subject will be followed by the understanding of both the decision-making process and the organizations' control phase, as well as the importance of leadership as key organizational competitiveness.

Alongside these contents, several case studies of management in organizations (in the national and international context) will be part of the program, for classroom work. This practical component will be supported by the taught contents and will consolidate both the students' integration into the fundamental management functions, as well as their capacity for critical thinking. It is also intended to encourage the proposal of improvement practices in the management functions in organizations.

Assessment Methods

Continuous evaluation:

To be defined as they see fit, according to the students' profile. Important note: it is mandatory a minimum individual component of 60%. The evaluation plan should be communicated to the students during the first classes

Final assessment:

Written exam - 100%