

# Management and Organizational Strategy

Master in L&M 2E 2022/2023

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Office Hours	9:00-17:30

## Introduction

This course is designed to provide an overview to the discipline of Management, to improve students understanding regarding today's organizations and their contexts. Such knowledge is key to comprehend and achieve business success in an ever competitive and dynamic environment. The creation of effective strategies and their efficient implementation depend today, more than ever, on the comprehension of management principles and their correct practice.

## Goals

More specifically, this course's learning objectives are:

- LO1: Comprehend management functions and having a critical perspective on them;
- LO2: Understanding the most relevant topics in the current organizational environment;
- LO3: Developing analytical and ethical skills on strategic options at all organizational levels;
- LO4: Improving analytical, ethical and leadership capabilities regarding the management of individuals.

## Methods

Teaching methods include lectures, case discussions, exercises, and groupwork. Students are expected to actively participate in the sessions and encouraged to add value by also sharing related work experiences.

## Lecturer

PhD in Management, with a specialization in Strategy and Entrepreneurship, from ISCTE – University Institute of Lisbon. Assistant Professor at ISEG, teaching since 2006, and Associate Researcher at Advance/CSG Research Center, with published articles in scientific outlets such as *International Journal of Entrepreneurial Behavior & Research*, *International Entrepreneurship and Management Journal*, and *Journal of Small Business and Enterprise Development*.

## Course Contents

1. Managers and You in the Workplace
2. Making Decisions
3. Influence of the External Environment and the Organization's Culture
4. Managing in a Global Environment
5. Managing Diversity
6. Managing Change and Disruptive Innovation
7. Foundations of Planning
8. Managing Strategy
9. Entrepreneurial Ventures
10. Designing Organizational Structure
11. Managing Human Resources
12. Managing Groups and Teams
13. Understanding and Managing Individual Behavior
14. Managing Communication
15. Motivating Employees
16. Controlling People and Operations

## Assessment

### OVERVIEW

- a) Written individual exam (**50%**)
- b) Group assignments (**20%**) (based on the performance of small tasks, within the sessions)
- c) Individual essay (**30%**)

### INDIVIDUAL ESSAY: INFORMATION

This essay accounts for **30% of your final grade**, and students should produce a 1,500-word written essay, based on a synthesis of the knowledge contained in five different scientific articles\* about a common topic related with one of this subject's themes.

\* Published in *Scopus* Indexed Journals

## Essay Guidelines

The following criteria will apply when evaluating your text:

- 1) Text quality: structure, clarity, argument flow, and presentation;
- 2) Correct use of key concepts and theories, from the main bibliography and selected complementary sources;
- 2) Level of the synthesis and critical analysis of the selected articles and their practical implications;
- 3) Originality and novelty of your text;
- 4) Proper sources referencing.

Note: Please check ISEG's plagiarism policy, which can be found in the Universidade of Lisboa's Disciplinary Rules and Regulations for Students, Appendix III, Chapter II, Article 8, The Principles of Conduct:

Link: [https://www.iseg.ulisboa.pt/aquila/getFile.do?method=getFile&fileId=1040077&request\\_checksum=863730bcf4802d94674a435c49e6fb7762685549](https://www.iseg.ulisboa.pt/aquila/getFile.do?method=getFile&fileId=1040077&request_checksum=863730bcf4802d94674a435c49e6fb7762685549)

## WRITTEN INDIVIDUAL EXAM: INSTRUCTIONS

The exam accounts for **50% of your final grade**. It is scheduled to 2<sup>nd</sup> March (9:00-10:30).

The exam is a 90-minute test and is composed of two groups of questions. The first group is composed of close-ended questions, and the second group of open-ended questions.

## References

### Main books

- Stephen P. Robbins & Mary Coulter (2020). *Management*. 15th Global Edition, Pearson.

### Complementary

- Additional sources are provided for each session, and they can include papers, reports, and websites.