

Management and Organizational Strategy

Master in L&M 4E 2024/2025

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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*, and *Journal of Enterprising Communities: People and Places in the Global Economy*.

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 & Inclusion
6. Managing Change and Disruptive Innovation
7. Foundations of Planning and Controlling
8. Managing Strategy
9. Designing Organizational Structure
10. Managing Human Resources
11. Managing Groups and Teams
12. Understanding and Managing Individual Behavior
13. Motivating Employees

Assessment

OVERVIEW

- a) Written individual exam (**40%**)
- b) Group assignments (**30%**) (based on the performance of small tasks, within the sessions)
- c) Individual essay and its presentation (**15% + 15%**)

INDIVIDUAL ESSAY: INFORMATION

Accounting for **30% of the final grade**, students should: (1) 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 course's themes (**15%**); (2) present a 5 minutes synthesis of the essay/findings and participate in the respective Q&A (**15%**).

* Published in *Scopus* Indexed Journals

Essay Guidelines

The following criteria will apply when evaluating the students' essays and presentations:

- 1) Overall quality: structure, clarity, and argument flow;
- 2) Correct use of key concepts and theories - from the course's bibliography;
- 3) Level of the synthesis and critical analysis of the selected articles and their practical implications;
- 4) Originality and novelty;
- 5) Proper sources and referencing: Follow APA style <https://apastyle.apa.org/style-grammar-guidelines/citations>

Note: Use of AI tools to improve text quality is allowed but should be disclosed. 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

WRITTEN INDIVIDUAL EXAM: INSTRUCTIONS

The exam accounts for **40% of your final grade**. It is scheduled to 1st March (10:00-12:00).

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.