

Management and Organizational Strategy

Master in L&M 6E 2026/2027

Course coordinator Professor Dr. Leigh Ann Jones

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Office Hours 9:00-17:30

Introduction

This course is designed to provide an overview of the discipline of Management to improve students' understanding of today's organizations and their contexts. Such knowledge is key to comprehending and achieving business success in an ever-competitive and dynamic environment. The creation of effective strategies and their efficient implementation depends 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 have 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.

Lecturers

Prof. Dr. Leigh Ann Jones

PhD in Management from ISEG – University of Lisbon, with a research focus on organizational purpose, leadership, and their impact on individual and organizational performance. Master's degree in law from Michigan State University, providing a strong interdisciplinary foundation at the intersection of law, organizations, and governance. Lecturer at ISEG, combining academic rigor with applied and experiential perspectives. Researcher with publications and conference presentations in the areas of purpose-driven leadership, responsible management, and organizational behavior, alongside professional experience in senior leadership and consulting roles across multiple industries and geographies.

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 (**50%**)
- b) Group assignments (**30%**) (based on the performance of small tasks within the sessions)
- c) Individual essay and its presentation (**10% + 10%**)

INDIVIDUAL ESSAY: INFORMATION

Accounting for **20% 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 to one of this course's themes (**10%**); (2) present a 5 minutes synthesis of the essay/findings and participate in the respective Q&A (**10%**).

* 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: Students are encouraged to use AI tools responsibly to support learning and improve text quality, provided that their use is transparent and acknowledged. AI should assist your work rather than replace your own analysis and reasoning. For uses beyond text refinement, prior discussion with the course coordinator is recommended to ensure academic integrity.

Also, please check ISEG's principles and good practices for academic integrity:

Link: <https://www.iseg.ulisboa.pt/en/about-2/academic-integrity/>

WRITTEN INDIVIDUAL EXAM: INSTRUCTIONS

The exam accounts for **50% of your final grade**. It is scheduled for September 19 at 10:00.

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, and Lori Long (2025). Management, 16th Global Edition, Pearson.

Complementary

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