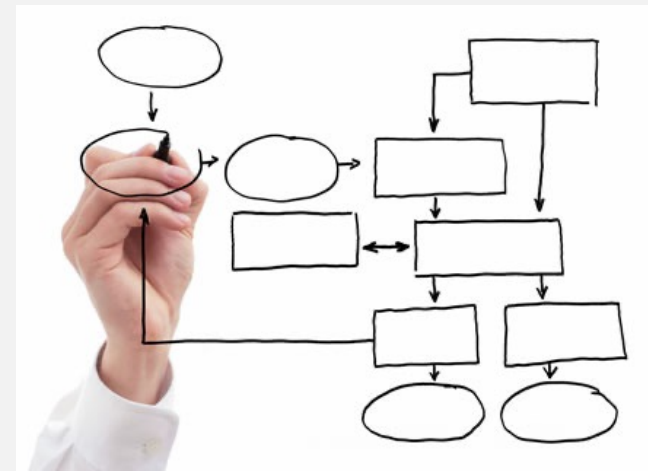


Course L.EGI031: OGE – Organização e Gestão de Empresas
Organizational Design and Management

Course presentation



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Faculty



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Objectives

- To develop students understanding concerning different **organisational models**, the role of management (and manager), the main **management functions** and the required **management tools**.
- To develop students perception regarding the interaction of a company with its **surrounding environment** and the issues related to **organizational design**.
- To explore the thematics of **Leadership** and **Team Management**; **Motivation**; **Communication**.
- It is also an object of study the issues related to **project oriented management** addressing multiple stakeholders and multiple criteria.
- Upon completion of this course the student will recognize the **fundamentals of current management practices**, the main management structures and the changing roles of the manager and the managed;

Syllabus (I)

Part I - Organization and Management

1 – Fundamentals

- Introduction to Management
- Models of management. Evolution of management thought
- The Organizational environment: internal and external environment; general Environment and Specific Environment
- The four functions of Management
- Management task and roles. Management levels and styles
- Interorganizational strategies

2 – Organizational Design

- Business model and organizational structure
- Functional and process oriented organizations
- Mechanistic and organic approaches
- Vertical and horizontal differentiation
- Basic structures: functional, geographical, divisional, matrix
- Elements of organizational design: chain and unit of command, span of control, centralisation and decentralisation, etc

Syllabus (II)

3 – Planning and Strategy Process

- Types and levels of planning Strategic planning: planning process
- Main tools for external and internal analysis: PEST, 5 forces model, SWOT
- Strategy types: differentiation, cost and focus
- Strategy tools: BCG matrix, GE/Mckinsey and Ansoff matrix Decision making process and supporting tools

4 – Management Control

- The fundamentals of controlling
- Control process steps
- Developing of control systems and supporting tools: budget and balanced scorecard
- Performance evaluation

Part II Project Management

- Management by projects. Main types and features of projects. Multi-criteria evaluation of project ideas and definition of indicators.
- A conceptual framework for project planning: objectives and indicators; resource sizing; construction of the plan; control mechanisms; risks and contingency plans.
- Management of collaboration and relations with partners; communication mechanisms; change management; critical success factors. Cultural issues and informal aspects in project management.
- The PMBOK - Project Management Body of Knowledge.
- Agile project management: general principles and practical implications.

Methodology

This course consider the following components

1. **Tutorial classes:** presentation of tutorial topics along with presentation and discussion of practical applications
2. **Practical classes:**
 1. Quizz focused on the session case
 2. Analysis and discussion of "Case Studies"
 3. Teamwork assignments (6 x teams of 4..5 students each)

Course platform: Moodle

Important to prepare for "next week"!

Students' Assessment (I)

Distributed evaluation with final exam

Final Classification = $40\% \times \text{Exam} + 20\% \times \text{QC} + 20\% \times \text{TW\#1} + 20\% \times \text{TW2}$

Being:

- Exam: final exam (individual evaluation)
- TW#1 and TW#2: evaluation of teamwork (group assignment)
- QC: Quizz Cases– individual assignment submitted in TP class (pre-reading of text case)

Important:

- Quizzes will only be considered for assessment if the student is present in class for the entire lesson.

Students' Assessment (II)

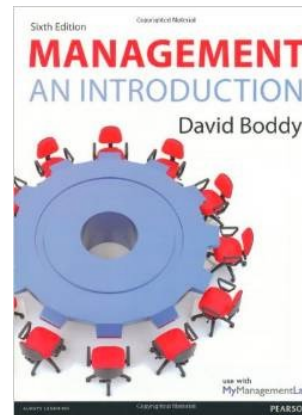
- The approval in the course also presupposes the following minimum grades: final exam: minimum 40%
- If there is a difference of more than 4 points (on a scale 0-20) in the marks obtained in practical work (individual or team) and written test, then top ranking will be reduced until the difference is 4 points.
- Attendance at classes: not exceeding the limit of absences by what is defined in FEUP'S SPECIFIC REGULATIONS FOR ASSESSMENT OF STUDENTS

Planning

Lecture class plan Wednesday (14)				TP class plan						
W	Date	Prof.	Session Topics	W	L.EGI05 (Wed 9:30h)	L.EGI01+EGI02 (Thursday 08:30h)	L.EGI03 (Thursday 10:30h)	L.EGI04 (Thursday 16:30h)	Prof.	Session Topics
1	12/2/25	ALA	Course presentation. Plan, Methodology and Evaluation. Introduction to Organization and Management. Management Levels.	1	12/2/25	13/2/25	13/2/25	13/2/25	----	----
2	19/2/25	ALA	The Organization and its environment: the general and specific contexts of a company. Global and international companies. Inter-organizational models (strategic alliances, joint-ventures, etc.).	2	19/2/25	20/2/25	20/2/25	20/2/25	ALA	CASE #1: Kapex Corporation
3	26/2/25	ALA	Management models: evolution through time. Managment Styles.	3	26/2/25	27/2/25	27/2/25	27/2/25	ALA	CASE #2: Netflix: analysis and discussion TW#1: kick-off: selection of target organisations
4	5/3/25	ALA	Organisational Design: mechanistic and organic approaches. Organisational Design elements: command unit; control range; authority; centralization/decentralization, etc. Alternative organizational configurations of the firm: Functional; Divisional; Matrix; Distributed organizations. The organisation from the process perspective	4	5/3/25	6/3/25	6/3/25	6/3/25	AHMA	CASE #3: PSA - Strategic Alliances for Competitive Advantage TW#1: Teamwork
5	12/3/25	ALA	Planning and Strategy Process (part I) Planning: its relevance in a managerial context. Types of plans. Examples Planning levels; Strategic Planning; environment analysis. Strategic Planning Process: analysis, formulation and implementation.	5	12/3/25	13/3/25	13/3/25	13/3/25	AHMA	CASE #4: Wildfire Entertainment - Organisational Structure Archetypes; analysis and discussion TW#1: Teamwork
6	19/3/25	ALA	Planning and Strategy Process (part II) SWOT analysis; portfolio analysis and product-market strategy tools (BCG matrix, GE/Mckinsey matrix, Ansoff matrix).	6	19/3/25	20/3/25	20/3/25	20/3/25	AHMA	CASE #5: Scenic Floral TW#1 Teamwork
7	26/3/25	ALA	Management Control - Fundamentals, context and practices. Control system development. Budget control. BSC. - performance evaluation.	7	26/3/25	27/3/25	27/3/25	27/3/25	AHMA	CASE #6: Enterprise Rent-a-Car and The Perils and Pitfalls of leading change; analysis and discussion OU CASE #7: Cisco - Another Reorganization
8	2/4/25	ALA	Organisational Improvement - context and improvement strategies - intervention methodology in consulting for an industrial company	8	2/4/25	3/4/25	3/4/25	3/4/25	AHMA	TW#1 Teamwork
9	9/4/25	Guest Speaker	Guest Speaker: Manage Sustainability in Organizations (TBC Sara Teixeira: COLEP)	9	9/4/25	10/4/25	10/4/25	10/4/25	AHMA /ALA	TW#1 - CLASS PRESENTATION AND DISCUSSION Key Dates - Delivery of TW#1 Assignment: 01ABR (Moodle Submission: report and presentation)
	16/4/25		Easter Holidays		16/4/25	17/4/25	17/4/25	17/4/25		Easter Holidays
10	23/4/25	ALA	The organisation from the process perspective: Business Model and Business Processes. Examples	10	23/4/25	24/4/25	24/4/25	24/4/25	MGB	Management Game
11	30/4/25	ALA	Project based management. Main types and characteristics of projects. The project life-cycle and phases. Work Breakdown Structure and work-packages. Project planning and control. Contingency plans and risks.	11	30/4/25	1/5/25	1/5/25	1/5/25		(to be defined)
	7/5/25		Academic Week		7/5/25	8/5/25	8/5/25	8/5/25		Academic Week
12	14/5/25	ALA	Deployment issues and guidelines for small and medium size projects. "Agile" project management: general principles and practical application issues. Lessons learned and discussion on project management in practice.	12	14/5/25	15/5/25	15/5/25	15/5/25	MGB	[Note: Why implement project management? How to plan?] CASE # 8 Need for Project Management CASE # 9 Scheduling project Activities
13	21/5/25	Guest Speaker	Leadership and Team Management: Conflict and Negotiation; Motivation; Communication. (TBC Patricia Villas Boas)	13	21/5/25	22/5/25	22/5/25	22/5/25	MGB	[Note: Agile fundamentals] CASE # 10 Agile Methodologies and Organizational Agility (To read in class and discuss concepts)
14	28/5/25	AA	Wrap-UP	14	28/5/25	29/5/25	29/5/25	29/5/25	MGB/AHMA	TW#2 - CLASS PRESENTATION AND DISCUSSION Key Dates - Delivery of TW#2 Assignment: 20 MAY (Moodle Submission: report and presentation)

Bibliography

- Lecture slides [moodle.up.pt]
- Case studies



- Management: An Introduction– David Boddy, (Pearson)
- Organizational Theory, Design, and Change – Gareth R. Jones (Pearson)
- Management - Stephen P. Robbins and Mary Coulter (Pearson)