

## Lecture class plan Wednesday (14)

W	Date	Prof.	Session Topics
1	12/2/25	ALA	Course presentation. Plan, Methodology and Evaluation. Introduction to Organization and Management. Management Levels.
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.).
3	26/2/25	ALA	Management models: evolution through time. Management Styles.
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
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.
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).
7	26/3/25	ALA	Management Control - Fundamentals, context and practices. Control system development. Budget control. BSC. - performance evaluation.
8	2/4/25	ALA	Organisational Improvement - context and improvement strategies - intervention methodology in consulting for an industrial company
9	9/4/25	ALA	The organisation from the process perspective: Business Model and Business Processes. Examples
	16/4/25		Easter Holidays
10	23/4/25	ALA - Guest Speaker	Guest Speaker: Manage Sustainability in Organizations (TBC Sara Teixeira: COLEP)
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.
	7/5/25		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.
13	21/5/25	Guest Speaker	Leadership and Team Management: Conflict and Negotiation; Motivation; Communication. (TBC Patricia Villas Boas)
14	28/5/25	AA	Wrap-UP

## TP class plan

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	13/2/25	13/2/25	13/2/25	'-----	-----
2	19/2/25	20/2/25	20/2/25	20/2/25	ALA	CASE #1: Kapex Corporation
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	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	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	20/3/25	20/3/25	20/3/25	AHMA	CASE #5: Scenic Floral TW#1 Teamwork
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	3/4/25	3/4/25	3/4/25	AHMA	TW#1 Teamwork
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	17/4/25	17/4/25	17/4/25		Easter Holidays
10	23/4/25	24/4/25	24/4/25	24/4/25	MGB	Management Game
11	30/4/25	1/5/25	1/5/25	1/5/25		(to be defined)
	7/5/25	8/5/25	8/5/25	8/5/25		Academic Week
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	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	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)