

Course Unit	Organizational behavior		Field of study	Social and Behavioral Sciences	
	Graduate in nursing management		School	School of Health	
Academic Year	2019/2020	Year of study	1	Level	ECTS credits 5.0
Type	Semestral	Semester	1	Code	5042-678-1101-00-19
Workload (hours)	135	Contact hours	T -	TP 20	PL -
			TC -	S 10	E -
			OT -	O 10	

T - Lectures; TP - Lectures and problem-solving; PL - Problem-solving, project or laboratory; TC - Fieldwork; S - Seminar; E - Placement; OT - Tutorial; O - Other

Name(s) of lecturer(s) Ana Maria Nunes Português Galvão, Eugénia Maria Garcia Jorge Anes

Learning outcomes and competences

At the end of the course unit the learner is expected to be able to:

1. Identify determinants of human nature in the management of organizations;
2. Identify different management models;
3. Know the current context of the health system and the specificities of organizations providing health services;
4. Use management tools in problem analysis and decision making;
5. Know the domain of diagnosis and organizational change and people management policies and practices
6. Critically analyze and discuss results of management procedures.

Prerequisites

Before the course unit the learner is expected to be able to:
Not applicable

Course contents

Management of organizations; Culture of organizations; Organizational behavior and influence on performance; Self-Determination Theory; Social Exchange Theory; Leadership, organizational commitment; Organizational behavior of health institutions in Portugal and internationally. Human resource Management. Strategic management. Procurement and stock management. Contextual and strategic factors, policies and practices of people management. Results of management procedures. The public manager.

Course contents (extended version)

1. Management organizations
 - Management models
 - Organisational culture (transmission of culture, types of culture, importance of culture)
2. Organisational Behaviour
 - Definition of Organisational Behaviour
 - Origins of the study of organisational behaviour
 - The influence of Organisational Behaviour on organisational performance
 - New theories about efficient organisations - the six DREAMS dimensions
3. Theories influencing Organisational Behaviour
 - Autodetermination Theory
 - Social Exchange Theory
4. Leadership and Organisational Behaviour
 - Leadership styles (directive, authoritarian, affiliative, participatory, exemplary, coaching)
5. Employee Engagement and Organisational Behaviour
 - Engagement
 - Burnout
 - Presenteism
 - Occupational stress
6. The Organisational Behaviour of Health Institutions
 - The management models of health institutions
 - Conflict management in hospital settings
 - Leadership styles and the impact on the quality of health services
7. Health policies in Portugal and international best practices
8. Human resources management (people and organizations; practices, development and performance).
9. Strategic management
 - Model characterization and strategic analysis
 - Organizational diagnosis (PEST Analysis, SWOT Analysis, BSC).
 - The strategic plan: formulation and implementation of the strategy.
10. Procurement and stock management - Methods, techniques, forecasting, costs and economic management.
11. Contextual and strategic factors, policies and practices of people management.
 - The people and the organizational processes.
 - Hard approaches and soft approaches in Human Resource Management.
 - Recruitment and selection. Integration and organizational socialization
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12. Results of management procedures.
 - Organizational commitment, perception of interactional, procedural and distributive justice.
 - Job satisfaction, work-life balance, sense of organizational citizenship.
13. The public manager.

Recommended reading

1. Cropanzano, R. , & Mitchell, M. S. (2005). Social exchange theory: An Interdisciplinary review. Journal of Management, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
2. Cummings, G. G. et al. (2018). Leadership styles and outcome patterns for the nursing workforce and work environment: A systematic review. International Journal of Nursing Studies, 85(3), 19–60.
3. Frederico, M. (2005). Empenhamento organizacional de enfermeiros em hospitais com diferentes modelos de gestão: papel de variáveis de contexto. Revista Referência, 11(1), 54–62.
4. Jones, G. , & Goffee, R. (2006). Quem disse que você pode liderar pessoas? O que é preciso para ser um verdadeiro líder. London: Elsevier.
5. Vendemiatti, M. , Siqueira, E. S. , Filardi, F. , Binotto, E. , & Simioni, F. J. (2010). Conflito na gestão hospitalar: O papel da liderança. Ciencia e Saude Coletiva, 15(SUPPL. 1), 1301–1314.

Teaching and learning methods

The unit will be taught by combining theoretical lessons with practical lessons based on engagement in creative practical cases, as well as self guided learning oriented by the teacher.

Assessment methods

1. Alternative 1 - (Regular, Student Worker) (Final)
 - Practical Work - 100%
2. Alternative 2 - (Regular, Student Worker) (Supplementary, Special)
 - Final Written Exam - 100%

Language of instruction

Portuguese

Electronic validation

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07-11-2019	09-12-2019	13-12-2019	13-12-2019