UNIVERSIDADE LUSÍADA
LISBOA

Course Unit Program
Management of Social Organizations

Academic Year 2025/2026

1. Organic Unit

Higher Institute of Social Work

2. Course

SOCIAL WORK

3. Cycle

2nd

4. Course Unit

Management of Social Organizations (M6302)

5. Scientific Area

6. Curricular Year

1st

7. Type of Curricular Unit / Semester

1st Semester

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8. Class type and workload (work time)

Theoretical classes:	
Practical classes:	
Theoretical-Practical Classes	15,00
Tutorial Guidance:	20,00

9. ECTS Credits

7,50

10. Scientific Area Coordinator

11. Regent

Prof. Doutora MARIA ISABEL DE JESUS SOUSA

12. Assistants

13. Teaching Language

Portuguese

14. General Objectives

Analyze the organizational contexts in which the practice of Social Work takes place, developing a critical look at the challenges and tensions inherent in its management.

15. Specific Objectives

- Know the basic concepts related to social management;
- Facilitate the articulation of management concepts with Social Work, in order to favor effective performance in organizations and surrounding contexts;
- Identify the functions of social management, in different contexts and sectors of activity;
- Facilitate the acquisition of continuous learning skills that allow the analysis of different organizational contexts and the identification of problems and opportunities.

16. Skills to be acquired

- Use of social work management concepts;
- Understanding of contexts and intervention in organizational processes;
- Identification of skills and professional profiles, depending on the different contexts and organizational levels;
- Recognition of emerging issues in organizational contexts.

17. Teaching Methodology

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- Teaching-learning for the application of theoretical-methodological frameworks in different contexts, focusing on:
i) practice-centered approach, using the expository method, for the introduction of each programmatic matter, in articulation with the active and interrogative methods, for the exploration of concrete cases and contexts;
ii) research work and student production, with emphasis on autonomous and shared learning.

18. Course Unit Program

1. Brief Historical Retrospective of Administration.
2. Introductory concepts: organization; mission and objectives; organizational structures; organizational contexts.
3. Organization of Work and Organization of Services
3.1. the three main components of the structure ? complexity, formalization, and centralization;
3.2. organizational design ? principles of organization and types of structure.
4. Power in organizations.
5. Organizational socialization processes.
6. Information and Communication Systems.
7. Strategic Planning and Management
8. Control in organizations: levels of control; evaluation and control indicators; quality, productivity, effectiveness, and efficiency.
9. Human Resource Management (HRM): HRM objectives; HRM as a set of interdependent subsystems.
10. The leadership processes. Emotional Intelligence and Leadership Skills.
11. Learning in organizations: organizational learning and learning organizations
12. Organizational Culture.
13. Social Responsibility of Organizations. Reflective and ethical organizational practices.
14. Social Work in the framework of organizational change.

19. Assessment Methods

Carrying out an individual work (written) on the subject, based on the bibliography of the CU.

20. Didactic Resources

- Reference bibliographic documents
- Computer and multimedia projector
- Digital platforms (MOODLE & TEAMS)

21. Sustainability Objectives

SDG 16
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

22. Keywords

Strategic Management of Social Organizations
Quality and effectiveness
Ethics and deontology
SW

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23. Main Bibliography

Author(s):	ROFUTH, Todd W. & Julie Piepenbring		
Title:	Management and Leadership in Social Work. A Competency-Based Approach		
Edition:	1st	Year:	2020
Local:	New York		
Publisher:	Springer Publishing Company		

Author(s):	FAIRTLOUGH, Anna		
Title:	Professional Leadership for Social Work Practitioners and Educators		
Edition:	1st	Year:	2017
Local:	London		
Publisher:	Routledge		

Author(s):	VIEIRA, Paula		
Title:	Pensar a excelência nas organizações sociais		
Edition:	1.ª	Year:	2018
Local:	Porto		
Publisher:	Vida Económica		

24. Complementary Bibliography

Author(s):	HUGHES, Mark & Michael Wearing		
Title:	Organizations and Management in Social Work: Everyday Action for Change		
Edition:	3.ª	Year:	2017
Local:	London		
Publisher:	Sage		

Author(s):	LOPES, Albino		
Title:	Fundamentos da gestão de pessoas: para uma síntese epistemológica da iniciativa, da competição e da		
Edition:	1.ª	Year:	2017
Local:	Lisboa		
Publisher:	Sílabo		

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Ficha técnica MIP / MIP Datasheet	
Título / Title	Course Unit Program 'GESTÃO DAS ORGANIZAÇÕES SOCIAIS': Academic Year 2025/2026
Autor / Author	Prof. Doutora MARIA ISABEL DE JESUS SOUSA
Classificação / Classification	-
Descritores / Descriptors	-
Colaborador(es) / Colaborator(s)	-
Data Hora / Date Time	
Formato de dados / Data Format	Texto / Text, PDF
Estatuto de utilização / Usage	Acesso público / Public Access
Relação / Relation	Version 1,0

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