



## Study Plan

**School:** School of Social Sciences

**Degree:** Master

**Course:** Management (cód. 487)

### Specialization Accounting

#### 1st Year - 1st Semester Specialization Accounting

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10930M	Advanced Financial Accounting I	Management	6	Semester	156
GES10932M	Entreprise Fiscality I	Management	6	Semester	156
GES10936M	Data Analysis for Business I	Management	6	Semester	156

#### Mandatory alternatives

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10934M	Advanced Management Accounting	Management	6	Semester	156
GES10935M	Strategic Management	Management	6	Semester	156

#### Group of Options

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10939M	International Accounting	Management	6	Semester	156
GES10940M	Financial and Sustainability Report	Management	6	Semester	156

#### 1st Year - 2nd Semester Specialization Accounting

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10937M	Ethical M. Corporate Social Responsibility	Management	6	Semester	156
GES10931M	Advanced Financial Accounting II	Management	6	Semester	156
GES10933M	Entreprise Fiscality II	Management	6	Semester	156
GES10938M	Research Methodology	Management	6	Semester	156

#### Group of Options

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
ECN10941M	Business Law	Management	6	Semester	156
Group of Free Options					



**2nd Year - 3rd Semester  
Specialization Accounting**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES07510M	Project Seminar	Management	3	Semester	78
Dissertation					
Project Work					
Internship					

**2nd Year - 4th Semester  
Specialization Accounting**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
Dissertation					
Project Work					
Internship					

**Specialization Entrepreneurship and Innovation**

**1st Year - 1st Semester  
Specialization Entrepreneurship and Innovation**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10942M	Entrepreneurship	Management	6	Semester	156
GES10935M	Strategic Management	Management	6	Semester	156
GES10936M	Data Analysis for Business I	Management	6	Semester	156
GES10943M	Marketing and Innovation	Management	6	Semester	156
<b>Group of Options</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10948M	Venture Capital and the finance of innovation	Management	6	Semester	156
GES10949M	International Management	Management	7.5	Semester	195

**1st Year - 2nd Semester  
Specialization Entrepreneurship and Innovation**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10944M	Firm Project	Management	6	Semester	156
GES10945M	Business Plan	Management	6	Semester	156
GES10946M	Internationalization and Innovation	Management	6	Semester	156
GES10938M	Research Methodology	Management	6	Semester	156
<b>Group of Options</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10947M	Social Entrepreneurship	Management	6	Semester	156
Group of Free Options					



## 2nd Year - 3rd Semester

### Specialization Entrepreneurship and Innovation

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES07510M	Project Seminar	Management	3	Semester	78
Dissertation					
Project Work					
Internship					

## 2nd Year - 4th Semester

### Specialization Entrepreneurship and Innovation

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
Dissertation					
Project Work					
Internship					

## Specialization Finance

### 1st Year - 1st Semester

#### Specialization Finance

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10950M	Corporate Financial Management	Management	6	Semester	156
GES10951M	Investments in Financial Assets	Management	6	Semester	156
GES10936M	Data Analysis for Business I	Management	6	Semester	156

#### Mandatory alternatives

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10952M	Futures and Options	Management	6	Semester	156
GES10935M	Strategic Management	Management	6	Semester	156

#### Group of Options

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10956M	Risk Management	Management	6	Semester	156
ECN10958M	Financial Markets and Interest Rates	Economy	6	Semester	156

### 1st Year - 2nd Semester

#### Specialization Finance

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10953M	Firms Valuation	Management	6	Semester	156
GES10955M	International Finance	Management	6	Semester	156
GES10938M	Research Methodology	Management	6	Semester	156



**1st Year - 2nd Semester  
Specialization Finance**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
<b>*** TRANSLATE ME:Obrigatórias Alternativas ***</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10954M	Data Analysis for Business II	Management	6	Semester	156
ECN10957M	Financial Modelling	Economy	6	Semester	156
GES10956M	Risk Management	Management	6	Semester	156
ECN10958M	Financial Markets and Interest Rates	Economy	6	Semester	156
<b>Group of Options</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
ECN10957M	Financial Modelling	Economy	6	Semester	156
Group of Free Options					

**2nd Year - 3rd Semester  
Specialization Finance**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES07510M	Project Seminar	Management	3	Semester	78
Dissertation					
Project Work					
Internship					

**2nd Year - 4th Semester  
Specialization Finance**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
Dissertation					
Project Work					
Internship					

**Specialization Marketing**

**1st Year - 1st Semester  
Specialization Marketing**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10959M	Strategic Marketing	Management	6	Semester	156
GES10936M	Data Analysis for Business I	Management	6	Semester	156
GES10935M	Strategic Management	Management	6	Semester	156
GES10960M	Brand Management	Management	6	Semester	156



**1st Year - 1st Semester  
Specialization Marketing**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
<b>Group of Options</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10964M	Consumer Behavior	Management	6	Semester	156
GES10966M	Services Marketing	Management	6	Semester	156

**1st Year - 2nd Semester  
Specialization Marketing**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10961M	Marketing Research	Management	6	Semester	156
GES10962M	Integrated Marketing Communication	Management	6	Semester	156
GES10963M	Sales and Distribution	Management	6	Semester	156
GES10938M	Research Methodology	Management	6	Semester	156
<b>Group of Options</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10965M	International Marketing	Management	7.5	Semester	195
Group of Free Options					

**2nd Year - 3rd Semester  
Specialization Marketing**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES07510M	Project Seminar	Management	3	Semester	78
Dissertation					
Project Work					
Internship					

**2nd Year - 4th Semester  
Specialization Marketing**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
Dissertation					
Project Work					
Internship					

**Specialization Organization and Information Systems**

**1st Year - 1st Semester  
Specialization Organization and Information Systems**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10967M	Theory of Organization	Management	6	Semester	156



**1st Year - 1st Semester**  
**Specialization Organization and Information Systems**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10935M	Strategic Management	Management	6	Semester	156
GES10968M	Information Systems Management	Management	6	Semester	156
GES10936M	Data Analysis for Business I	Management	6	Semester	156
<b>Group of Options</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
INF07013M	Databases Management	Informatics	6	Semester	157
INF10972M	Data Mining	Informatics	6	Semester	160

**1st Year - 2nd Semester**  
**Specialization Organization and Information Systems**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10969M	Information Systems Planning	Management	6	Semester	156
GES10970M	Models and Decision Support Systems	Management	6	Semester	156
GES10971M	E- Government and E- Business	Management	6	Semester	156
GES10938M	Research Methodology	Management	6	Semester	156
<b>Group of Options</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10973M	Information Ecology	Management	6	Semester	156
Group of Free Options					

**2nd Year - 3rd Semester**  
**Specialization Organization and Information Systems**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES07510M	Project Seminar	Management	3	Semester	78
Dissertation					
Project Work					
Internship					

**2nd Year - 4th Semester**  
**Specialization Organization and Information Systems**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
Dissertation					
Project Work					
Internship					

**Specialization Human Resources**



**1st Year - 1st Semester  
Specialization Human Resources**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10974M	Organizational Behavior	Management	6	Semester	156
GES10935M	Strategic Management	Management	6	Semester	156
GES10975M	Organizational Change Management	Management	6	Semester	156
GES10936M	Data Analysis for Business I	Management	6	Semester	156
<b>Group of Options</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10978M	New Trends in Human Resource Management	Management	6	Semester	156
GES10980M	Integrated Quality Management Systems	Management	6	Semester	156

**1st Year - 2nd Semester  
Specialization Human Resources**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10976M	Models and Human Resources Policies	Management	6	Semester	156
ECN10977M	Labor Law	Juridical Sciences	6	Semester	156
GES10937M	Ethical M. Corporate Social Responsibility	Management	6	Semester	156
GES10938M	Research Methodology	Management	6	Semester	156
<b>Group of Options</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10979M	Performance Assessment and Professional D.	Management	6	Semester	156
Group of Free Options					

**2nd Year - 3rd Semester  
Specialization Human Resources**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES07510M	Project Seminar	Management	3	Semester	78
Dissertation					
Project Work					
Internship					

**2nd Year - 4th Semester  
Specialization Human Resources**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
Dissertation					
Project Work					
Internship					

**Specialization Administrative Public Sector**



**1st Year - 1st Semester**  
**Specialization Administrative Public Sector**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10981M	Public A. and non-profit organisations	Management	6	Semester	156
GES10935M	Strategic Management	Management	6	Semester	156
GES10936M	Data Analysis for Business I	Management	6	Semester	156
GES10975M	Organizacional Change Management	Management	6	Semester	156

**Group of Options**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
ECN10984M	European Economics	Economy	6	Semester	156
GES10986M	Management Accounting for Public Organizations	Management	6	Semester	156

**1st Year - 2nd Semester**  
**Specialization Administrative Public Sector**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10982M	Public Management	Management	6	Semester	156
ECN10983M	Administrative Law	Juridical Sciences	6	Semester	156
GES10976M	Models and Human Resources Policies	Management	6	Semester	156
GES10938M	Research Methodology	Management	6	Semester	156

**Group of Options**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10985M	Audit in Public Services	Management	6	Semester	156
Group of Free Options					

**2nd Year - 3rd Semester**  
**Specialization Administrative Public Sector**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES07510M	Project Seminar	Management	3	Semester	78
Dissertation					
Project Work					
Internship					

**2nd Year - 4th Semester**  
**Specialization Administrative Public Sector**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
Dissertation					
Project Work					
Internship					



## Conditions for obtaining the Degree:

\*\*\* TRANSLATE ME:

Área de Especialização em Contabilidade:

Para aprovação na componente curricular é necessário a aprovação (através de avaliação ou creditação) das seguintes unidades curriculares:

1<sup>o</sup> Semestre:

2 UC Obrigatórias num total de 12 ECTS

1 UC Obrigatória Alternativa de 6 ECTS

1 UC Optativa alternativa (Análise de Dados para Negócios I ou Optativa da área de especialização de Contabilidade) de 6 ECTS

1 UC Optativa da área de especialização de Contabilidade de 1<sup>o</sup> Semestre de 6 ECTS

2<sup>o</sup> Semestre:

4 UC Obrigatórias num total de 24 Ects

1 UC Optativa da área de especialização de contabilidade de 2<sup>o</sup> semestre (inclui optativa livre) de 6 ECTS

3<sup>o</sup> Semestre

1 UC obrigatória num total de 3 Ects

Para obtenção do grau, é necessário também a aprovação na Dissertação, Relatório de Estágio ou Trabalho de Projecto, com um total de 57 ECTS, no 3.<sup>o</sup> e 4.<sup>o</sup> Semestre.

Área de Especialização em Empreendedorismo e Inovação:

Para aprovação na componente curricular é necessário a aprovação (através de avaliação ou creditação) das seguintes unidades curriculares:

1<sup>o</sup> Semestre:

- 4 UC Obrigatórias num total de 24 ECTS

- 1 UC Optativa da área de Empreendedorismo e inovação de 1<sup>o</sup> Semestre

2<sup>o</sup> Semestre:

4 UC Obrigatórias num total de 24 Ects

1 UC Optativa da área de especialização de Empreendedorismo e Inovação de 2<sup>o</sup> Semestre (inclui optativa livre) de 6 Ects

3<sup>o</sup> Semestre

1 UC obrigatória num total de 3 Ects

Para obtenção do grau, é necessário também a aprovação na Dissertação, Relatório de Estágio ou Trabalho de Projecto, com um total de 57 ECTS, no 3.<sup>o</sup> e 4.<sup>o</sup> Semestre.

Área de Especialização em Finanças:

Para aprovação na componente curricular é necessário a aprovação (através de avaliação ou creditação) das seguintes unidades curriculares:

1<sup>o</sup> Semestre:

- 3 UC Obrigatórias num total de 18 ECTS

1 UC Obrigatória alternativa de 6 ECTS

- 1 UC Optativa da área de especialização de Finanças de 1<sup>o</sup> Semestre de 6 ECTS

2<sup>o</sup> Semestre:

3 UC Obrigatórias num total de 18 Ects

1 UC Optativa alternativa de 6 ECTS (Análise de Dados para Negócios II ou optativa de Finanças

1 UC Optativa da área de especialização de Finanças 2<sup>o</sup> Semestre (inclui optativa Livre) de 6 ECTS

3<sup>o</sup> Semestre

1 UC obrigatória num total de 3 Ects

Para obtenção do grau, é necessário também a aprovação na Dissertação, Relatório de Estágio ou Trabalho de Projecto, com um total de 57 ECTS, no 3.<sup>o</sup> e 4.<sup>o</sup> Semestre.

Área de Especialização em Marketing:

Para aprovação na componente curricular é necessário a aprovação (através de avaliação ou creditação) das seguintes unidades curriculares:



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### **Advanced Financial Accounting I (GES10930M)**

- 1: Accounting harmonisation and financial reporting
- 2: Accounting for non financial assets and debts
- 3: Some issues on results
- 4: Accounting for financial instruments
- 5: Business concentration and consolidation of financial statements

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### **Entreprise Fiscality I (GES10932M)**

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### **Data Analysis for Business I (GES10936M)**

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### **Advanced Management Accounting (GES10934M)**

- Topic 1: Conceptualizing: management accounting
- Topic 2: Cost systems and performance evaluation
- Topic 3: Segment analysis
- Topic 4: Activity analysis, activity cost analysis and activity-based costing
- Topic 5: Costing and cost management perspectives
- Topic 6: The case of service companies

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### **Strategic Management (GES10935M)**

- 1 - Introduction;
  - 2 - Conceptual pictures of reference;
  - 3 - Roots and evolutionary logics of the strategy;
  - 4 - The strategic manager;
  - 5 - Schools of strategic approaches: several typologies;
  - 6 - Innovation and strategy;
  - 7 - Strategic classic planning versus strategic modern planning: diagnostics and multiple strategic decisions.
- Case Studies  
Strategic Windows and Strategic Plans.

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### **International Accounting (GES10939M)**

1. The international accounting approach
2. The international accounting diversity
3. The classification of Accounting Systems
4. The international financial reporting
5. The research on international accounting
6. Emergent issues in international accounting



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### **Financial and Sustainability Report (GES10940M)**

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### **Ethical M. Corporate Social Responsibility (GES10937M)**

Module 0. Presentation of the theoretical frame of reference

Delimitation of key concepts: Ethics, Morals, Deontology, Sustainable Development, Social Responsibility and Business Ethics

Module 1. Ethics of and in Organizations

1.1. Presentation of a set of ethical and social responsibility theories of organizations

1.2. From management by ethical culture to responsible leadership

1.3. The role of codes of ethics and conduct in the creation of a management model based on ethical culture

1.4. Ethical decision models – Application of a framework to support the resolution of ethical dilemmas

Module 2. Organizational Performance and Integration of Interests

2.1. Introduction to the problem of organizational performance

2.2. Economic, social and environmental performance

2.3. Identification, selection and diagnosis of relevant stakeholders

2.4. Strategic management of organisational interdependencies

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### **Advanced Financial Accounting II (GES10931M)**

1. Foundations of accounting

2. Measurement Accounting Policies

3. Accounting theories

4. Research on accounting

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### **Entreprise Fiscality II (GES10933M)**

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### **Research Methodology (GES10938M)**

1 - The nature of research in Management

2 - Definition of the topic and goals of the research/project

3 - Critical review of the literature

4 - Methodological designs

5 - Writing and presentation of the final master's work

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### **Business Law (ECN10941M)**

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### **Project Seminar (GES07510M)**



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### **Entrepreneurship (GES10942M)**

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### **Marketing and Innovation (GES10943M)**

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### **Venture Capital and the finance of innovation (GES10948M)**

Module 1 - Overview and framing of venture capital and financing innovation.

Module 2 - The financial structure of venture capital financing.

Module 3 - The evaluation of investments in venture capital and value addition.

Module 4 - The exit and investment cycles in venture capital.

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### **International Management (GES10949M)**

Part 1: Understanding Globalization and international business

- . Globalization: Economics and Integrated Production disintegrated
- . The Flow of Goods, Services and Finance
- . The Internationalization of Production

Part 2: The Multinational Firm

- . Principles of the Global Corporation
- . Forms International Investment
- . The Multinational Firm
- . Working in International Environment

Part 3: Competing in a Global Market

- . Economies of Integration and Disintegration of Production
- . Productivity, Risk and Competitiveness
- . International Strategy
- . The Entry into Foreign Markets
- . Global Marketing and Product Development (covered in the course International Marketing)
- . Outsourcing Services

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### **Firm Project (GES10944M)**

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### **Business Plan (GES10945M)**



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**Internationalization and Innovation (GES10946M)**

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**Social Entrepreneurship (GES10947M)**

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**Corporate Financial Management (GES10950M)**

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**Investments in Financial Assets (GES10951M)**

- 1) Portfolio Theory
  - a) Portfolio characteristics
  - b) Diversification
  - c) Combination curve
  - d) Efficient portfolios
  - e) Decision under uncertainty
  - f) Optimal portfolio choice
  - g) Factor models
  
- 2) Capital Market Equilibrium Models
  - a) Capital Asset Pricing Model (CAPM)
  - b) CAPM extensions
  - c) Arbitrage Pricing Model APT
  - d) Relationship between CAPM and APT
  - e) Empirical tests of the equilibrium models
  - f) Tests of market efficiency
  
- 3) Stocks Valuation
  - a) Gordon-Shapiro Model
  - b) Multiple growth model
  - c) Estimation of future earnings and dividends
  
- 4) Bonds Valuation
  - a) Spot and forward interest rates
  - b) Bond Prices and spot rate
  - c) The term structure of interest rates
  - d) The risk structure of interest rates

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**Futures and Options (GES10952M)**



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### **Risk Management (GES10956M)**

1. Financial Risk: market, credit, liquidity and operational
2. Risk Management: Value at Risk (VaR), Estimation of VaR: delta-normal (RiskMetrics), Monte Carlo simulation
3. Credit Risk: Credit scoring models; Option-based models e KMV model; Credit Value at Risk: CreditMetrics
4. Contingential Risk

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### **Financial Markets and Interest Rates (ECN10958M)**

1. THE FINANCIAL SYSTEM
  - 1.1. Functions of the Financial System
  - 1.2. Structure of financial markets
  - 1.3. Financing the economy
  - 1.4. The yield curve and long-term interest rates
2. MONEY MARKET AND DETERMINATION OF SHORT-TERM INTEREST RATES
  - 2.1. The intervention operations market
  - 2.2. The interbank money market: determination of the overnight rate and euribor rates
3. CAPITAL MARKETS AND COMPANY FINANCING
  - 3.1. Interest rates on banking operations: determination of active and passive interest rates
  - 3.2. The stock and bond market: effects of monetary policy on the Stock Exchange and the bond market
4. FINANCIAL DERIVATIVES MARKET AND RISK PROTECTION
  - 4.1. Options
  - 4.2. Forwards and Futures
5. FOREIGN EXCHANGE MARKET AND INTERNATIONAL ECONOMIC RELATIONS
  - 5.1. Spot operations market
  - 5.2. Forward operations market
  - 5.3. Foreign exchange derivatives market

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### **Firms Valuation (GES10953M)**

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### **International Finance (GES10955M)**

1. Introduction to foreign exchange markets and risk
2. Exchange rate markets and exchange rate risk hedging using internal and external techniques
3. International parity conditions and nominal exchange rate determination
4. Measuring and Managing Real Exchange Risk
5. International capital markets
6. International portfolio diversification
7. Corporate investment and financing decisions in an international setting, project evaluation



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### **Data Analysis for Business II (GES10954M)**

1. Introduction
2. Topics in Econometrics
  - 2.1- Introduction
  - 2.2 Linear transformations
  - 2.3 Tests for normality
  - 2.4 Tests for heterocedasticity
  - 2.5 Tests for autocorrelation
  - 2.6 Tests for multicollinearity
  - 2.7 Model Specification

#### 1. Binary Choice Models

- 1.1 Introduction
- 1.2 Logit Model
- 1.3 Probit Model

#### 4. Time Series Analysis

- 4.1 - Introduction
- 4.2 - Decomposition of time series
- 4.3 - Specification of Models
- 4.4 - Models for stationary Time series
- 4.5 - Models for non stationary time series

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### **Financial Modelling (ECN10957M)**

1. Statistical characteristics of financial data
2. Microeconomic models
3. Time series modelling and forecasting
4. Modelling long-run relationships in finance
5. Modelling volatility

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### **Strategic Marketing (GES10959M)**

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### **Brand Management (GES10960M)**



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### **Consumer Behavior (GES10964M)**

- 1 - Studying consumer behavior
  - 1.1 - Evolution and future tendencies
  - 1.2 - Consumer studies methods
  - 1.3 - Ethics in consumer behavior
- 2 - The consumption decision-making process
  - 2.1 - Problem recognition and information search
  - 2.2 - Alternative evaluation
  - 2.3 - Purchase and consumption
  - 2.4 - Post-purchase behaviour
- 3 - Influences to the decision making process
  - 3.1 - Individual factors
  - 3.2 - External factors
- 4 - Changing consumer behaviour
  - 4.1 - Attitudes change
  - 4.2 - Information processing
    - 4.2.1 Perception
    - 4.2.2 Learning and memory

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### **Services Marketing (GES10966M)**

- 1 - Foundations for Services Marketing
- 2 - Services Marketing and the Customer
- 3 - Internal Marketing and Services Marketing
- 4 - Marketing Strategies for Service Organizations

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### **Marketing Research (GES10961M)**

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### **Integrated Marketing Communication (GES10962M)**

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### **Sales and Distribution (GES10963M)**

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### **International Marketing (GES10965M)**



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### **Theory of Organization (GES10967M)**

1. Historical background
2. Classical Theories
3. Transitive Neoclassical Theories and Perspectives,
4. Structural approach;
5. Behavioral Approach
6. Systemic theories
7. Contingency Theory

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### **Information Systems Management (GES10968M)**

1. Information, processes and business.
2. Information systems to the organizations.
3. Evaluation of the investments on information systems.
4. Emerging trends on information systems.

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### **Databases Management (INF07013M)**

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### **Data Mining (INF10972M)**

1. Introduction: Machine learning and data mining
2. Classification problems
3. Naive Bayes
4. Decision trees
5. Instance based algorithms
6. SVM
7. Input: concepts, instances e attributes
8. Output: knowledge representation
9. Performance evaluation
10. Data Processing for "knowledge discovery"
11. Clustering
12. Data association
13. Visualization
14. Applications

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### **Information Systems Planning (GES10969M)**

- Module 1 - Basic concepts: processes, planning and information
- Module 2 - The Strategy to Organizational Information Strategy
- Module 3 - The Planning Information Systems and organizational activity
- Module 4 - Planning Approaches and Methods
- Module 5 - Design and development of Information Systems Planning.



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### **Models and Decision Support Systems (GES10970M)**

1. Introduction
  - 1.1 Models, systems and decision support
  - 1.2 Steps of problem modelling and decision making process
  - 1.3 Using excel to model and solve decision problems
2. Linear programming (LP) models
  - 2.1 Optimization and mathematical programming
  - 2.2 Simplified formulation of LP model
  - 2.3 Structure, components and assumptions of LP modelling
  - 2.4 Graphical solution
  - 2.5 Simplex method solution
  - 2.6 Duality concepts and interpretation
  - 2.7 Practical management LP applications
3. Individual decision making under uncertainty
  - 3.1 Elements of a decision analysis
  - 3.2 Choice criteria without probability
  - 3.3 Expected value criterion
  - 3.4 Expected utility theory
  - 3.5 Sequential decision analysis
  - 3.7 Behavioural aspects of decision analysis
4. Decision under strategic interdependence
  - 4.1 Game representation forms and components
  - 4.2 Static games with perfect information
  - 4.3 Dynamic games with perfect information
  - 4.4 Practical management game applications

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### **E- Government and E- Business (GES10971M)**

1. The digital society: concepts, key references and current situation.
2. The Internet as a channel of communication/interaction: key characteristics, advantages and limitations.
3. Security, privacy and ethics in the digital society.
4. Recommendations for the conception and design of web sites.

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### **Information Ecology (GES10973M)**

1. Information Theory
2. Information management: the management information cycle
3. Sources of information
4. Information Quality
5. Ecology information

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### **Organizational Behavior (GES10974M)**

- Module 1 – Organizational Behavior and Management
- Module 2 – Motivation and Job Satisfaction
- Module 3 – Organizational Communication
- Module 4 – Leadership in Organizations
- Module 5 – New logics of participation, negotiation and conflict management in a teamwork dynamic
- Module 6 – Organizational Culture and Ethics
- Module 7 – Innovation and Organizational Renewal in a Changing World



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### **Organizational Change Management (GES10975M)**

1. Actual organizational environment
2. Managing change: what is and for what it serves?
3. Organizational Change
4. Models of change management
5. Organizational constraints and individual change
6. Team management and change projects

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### **New Trends in Human Resource Management (GES10978M)**

M1-Developments in Organizational Models

Concept of organizational model versus organizational structure

Structures and forms of work organization

Post-Taylorism, virtual organizations and human labor

Organizational models, leadership styles and organizational culture

M2-Mobility and HRM

Territorial mobility, vertical and horizontal mobility

Changes in the concept of career and professional development

Mobility and the dominant culture - the challenges of diversity management

Stimuli and conditions of mobility

M3 - New Skills

Concept and developments of skills

Multidisciplinarity and Versatility

Skills development and lifelong learning

From the competency management to human capital scorecard

M4-Creativity, Entrepreneurship and Innovation

Concept and conditions to creativity

Concept and dimensions of entrepreneurship

Building org. climates promoters of intrapreneurship and creativity

Org. innovation and social innovation

Projects of creativity in organizations

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### **Integrated Quality Management Systems (GES10980M)**



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### **Models and Human Resources Policies (GES10976M)**

Module 1 - Role, Evolution and Models of Human Resource Management (HRM)

1.1 The importance and evolution of the HRM function

1.2 Models of Human Resources Management - From Personnel Management to Strategic Management of Human Resources

1.3 Scope and assumptions of the Strategic Human Resources Management (SHRM)

1.4 Dimensions and HRM Policies

Module 2 - Evolution of the structure function and the role of HRM Information System Human Resource Management Information Systems

2.1 Evolution of the structure function HRM

2.2 The role of HRMIS on the implementation of an Integrated Management of Human Resources

Module 3 - Socio-economic and organizational challenges of Human Resource Management

Module 4 - Inventory and analysis of the main dimensions and policies of HRM

4.1 Recruitment, Selection and Integration

4.2 Management and performance evaluation

4.3 Reward Systems

4.4 Health Systems, Security and Quality of Working Life

4.5 Career Management and Skills Development

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### **Labor Law (ECN10977M)**

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### **Performance Assessment and Professional D. (GES10979M)**

1. Job performance - description, characterization and definition of the concept

2. Performance and performance evaluation - performance evaluation systems and processes

3. Performance management - relationships between performance evaluation and people management processes in organizations

4. Performance determinants

5. Historical overview of the research on performance evaluation

6. Performance management and professional development

7. Structured actions of intentional development - Coaching, mentoring, Balint groups, supervision and training

8. Multidimensional development - competences development, motivational development, ethical development, self-knowledge development, psychological capital

9. Career development and professional development - the decent work context

10. Integrating performance evaluation, professional development and people management in organizations



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### **Public A. and non-profit organisations (GES10981M)**

- . Basics of public accounting and financial public management
- . The perspective of cash flows
- . Management and budgetary control Legal
- . The Framework the Official Plan of public accounting
- . Other specific Plans, in particular the SNC to ESNL
- . International accounting standards for the Public Sector International
- . Experiences on consolidation of accounts in the public sector

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### **European Economics (ECN10984M)**

1. Introduction
2. The European Union (institutional organization; budget; decision-making and Policy of reference) (5 topics of the present European Union annually adjustable)
3. The competitiveness of European economies and Europe 2020
4. Citizenship and participation of European citizens in decision making
5. Presidency of the Council: a role for each Member State
6. The EU's contribution to energy efficiency and environmental protection
7. Viability of monetary union without political union

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### **Management Accounting for Public Organizations (GES10986M)**

- Topic 1: Management accounting for public organizations: an introduction
- Topic 2: Fundamentals of management accounting
- Topic 3: The management accounting system in sector plans
- Topic 4: Cost centers and responsibility
- Topic 5: Budget process and control
- Topic 6: Recent developments in management accounting and its adaptation to public organizations

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### **Public Management (GES10982M)**

1. Objectives of the course and basics conceptions;
2. Governance and Public Administration
3. Management in Public Services
4. Structural Models in Public Administration
5. Change in Public Administration.



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### **Administrative Law (ECN10983M)**

1. Presentation
2. Interpretation of the law and other introductory aspects: public and private law.
3. Public Administration and Administrative Law
4. The Administrative Law: organization, operation, management activities and public principles;
5. Portuguese public administration, public legal persons, bodies and services;
6. Assignments skills, delegation of powers and hierarchical relationship;
7. Functional relationships and principles of public administration.
8. The Administrative Regulation.
9. The administrative act
10. The Administrative Procedure.
11. Other aspects.

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### **Audit in Public Services (GES10985M)**

1. The evolution of the audit.
2. Definition of the objectives of the audit.
3. Analysis of the regulatory, audit focusing on planning, analytical procedures, Materiality and risk and the consequent importance of internal control system.
4. Sampling procedures in auditing and data processing techniques.
5. The audit Information in public administrations.
6. Institutional Organs of Internal and external Control in the Public Sector.