



Study Plan

School: School of Social Sciences

Degree: Bachelor

Course: Management (cód. 203)

1st Year - 1st Semester

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES2282L	Financial Accounting I	Management	6	Semester	156
GES2311L	Introduction to Management	Management	6	Semester	156
MAT2312L	Mathematics Applied to Economics and Management I	Mathematics	6	Semester	156
LLT2313L	Academic Writing Skills	Languages and Literature	3	Semester	78
ECN2314L	Principles of Microeconomics	Economy	6	Semester	156
INF2315L	Topics in Numeric Tools	Informatics	3	Semester	78

1st Year - 2nd Semester

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES2316L	Financial Accounting II	Management	6	Semester	156
MAT2317L	Mathematics Applied to Economics and Management II	Mathematics	6	Semester	156
ECN2318L	Fundamental Notions of Law	Juridical Sciences	6	Semester	156
ECN2319L	Principles of Macroeconomics	Economy	6	Semester	156

Mandatory alternatives

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
SOC2320L	Introduction to Social Sciences	Sociology	6	Semester	156
FIL2321L	Critical Thinking and Argumentation	Philosophy	6	Semester	156

2nd Year - 3rd Semester

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES2322L	Financial and Actuarial Calculus	Management	3	Semester	78
GES2323L	Management Accounting I	Management	6	Semester	156
GES2310L	Entrepreneurship and Innovation	Management	6	Semester	156
MAT2324L	Statistics Applied to Management I	Mathematics	6	Semester	156
GES2325L	Marketing I	Management	3	Semester	78
GES0128L	Decision Models	Management	6	Semester	156

2nd Year - 4th Semester

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES0010L	Decision and Negotiation Analysis	Management	6	Semester	156
GES2326L	Financial Analysis	Management	3	Semester	78
GES2327L	Management Accounting II	Management	6	Semester	156
GES2328L	Organizational Culture and Ethics	Management	3	Semester	78
MAT2329L	Statistics Applied to Management II	Mathematics	6	Semester	156
GES2330L	Marketing II	Management	6	Semester	156



3rd Year - 5th Semester

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES2331L	Strategy	Management	6	Semester	156
GES2332L	Operation Management	Management	6	Semester	156
GES2333L	Financial Management	Management	6	Semester	156
GES2334L	Human Resources Management	Management	6	Semester	156

Group of Options

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
ECN2337L	International Economics	Economy	6	Semester	156
GES2338L	Taxation	Management	6	Semester	156
GES2339L	Information Management for Decision Support	Management	6	Semester	156
GES2340L	e-business and web marketing	Management	6	Semester	156

3rd Year - 6th Semester

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES0009L	Real Investments	Management	6	Semester	156
GES2335L	Business Project	Management	6	Semester	156
GES2336L	Management Information Systems	Management	3	Semester	78

Group of Options

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES2341L	Public Administration and Administrative Processes	Management	6	Semester	156
GES2342L	Financial Auditing	Management	6	Semester	156
GES2343L	Business Control	Management	3	Semester	78
ECN2344L	Financial Economics	Economy	6	Semester	156
GES2345L	Consumer studies	Management	6	Semester	156
GES2346L	Quality and Environment Management	Management	6	Semester	156
GES2347L	Information Technology management	Management	3	Semester	78
GES2348L	Conflict management and Negotiation	Management	3	Semester	78
GES2349L	International Management	Management	6	Semester	156



Conditions for obtaining the Degree:

*** TRANSLATE ME: Gestão

Para obtenção do grau de licenciado em Gestão é necessário obter aprovação a 159 ECTS em unidades de curriculares obrigatórias e 21 ECTS em unidades curriculares optativas distribuídas da seguinte forma:

1º Ano

1º Semestre:

6 UC Obrigatórias num total de 30 ECTS

2º Semestre

4 UC Obrigatórias num total de 24 ECTS

1 UC Propedêutica alternativa num total de 6 ECTS

2º Ano

3º Semestre

6 UC Obrigatórias num total de 30 ECTS

4º Semestre

6 UC Obrigatórias num total de 30 ECTS

3º Ano

5º Semestre

4 UC Obrigatórias num total de 24 ECTS

1 UC Optativa Grupo I num total de 6 ECTS

6º Semestre

3 UC Obrigatórias num total de 15 ECTS

UC Optativas Grupo II num total de 15 ECTS

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Financial Accounting I (GES2282L)

Introduction

Fundamental Concepts

The Accountant profession

The Accounting Standards System (SNC)

Cash and Cash Equivalents

Accounts Receivable and Payable

Inventories and biological assets

Investments

Equity

Financial reporting



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Introduction to Management (GES2311L)

Part One - Fundamental concepts and challenges

- * Key-concepts of organization, system, company and management
- * Major challenges for management and managers
- * Manager roles

Part Two - Historical approaches of management

- * Classical and structuralist approaches
- * Human and Behavioral approaches
- * Systems and contingency approaches

Part three - Organizational legal, structures and dynamics

- * Organizational structures
- * Legal forms
- * Management system and sub-systems
- * Decision and organizational planning and controlling

Part four - Behavioral dimensions of management

- * Motivation and job satisfaction
- * Organizational leadership
- * Organizational Communication
- * Organizational culture, quality and excelency

Part five - Management issues

- * Entrepreneurship and innovation
- * Ethics and social responsibility
- * Technology role and management
- * Managing Knowledge
- * Managing change

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Mathematics Applied to Economics and Management I (MAT2312L)

I - Motivation

- 1.1 Supply, Demand and Profit in Terms of Price. Equilibrium
- 1.2 Partial Market Equilibrium and General Market Equilibrium
- 1.3 Equilibrium in National-Income Analysis

II - Comparative-Static Analysis

- 1.0 Revisions about Functions. Exp and Log
- 1.1 Rate of Change and the Derivative. Geometric Interpretation
- 1.2 Limits, Continuity and Differentiability
- 1.3 Rules of Differentiation
- 1.4. Marginal-Revenue and and Average-Revenue Functions. Marginal-Revenue and Average-Revenue Curves
- 1.5 Partial Derivatives
- 1.6 Applications

III - Static (or Equilibrium) Analysis

- 1.1 Matrices and Vectors
- 1.2 Matrix and Vector Operations
- 1.3 Vector Spaces
- 1.4 Transpose Matrix and Inverse Matrix
- 1.5 Conditions for Non-Singularity of a Matrix
- 1.6 Solving Linear Systems of Equations
- 1.7 Determinants. Application to the Computation of Inverse matrix. Cramer's Rule
- 1.8 Applications: Market and National-Income Models; Leontief Input-Output Models
- 1.9 Matrices and partial derivatives



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Academic Writing Skills (LLT2313L)

1. From active reading to writing - how to read to write better.
2. From the identification of the various types of written texts to writing - how to distinguish the various discursive registers.
3. From debate to writing - how to interpret the confrontation of different perspectives on a many-sided debate on a determined issue.
4. From the working hypothesis to writing - how to know and recognize what is at stake on a determined working hypothesis.
5. From the subject to the written plan - how to structure a subject in a work plan to write about the same topic.

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Principles of Microeconomics (ECN2314L)

1. Introduction
 - 1.1 Economics as a science
 - 1.2 The economic problem: scarcity and choice
 - 1.3 Society's technological possibilities
 - 1.4 Review of mathematical tools and graphical analysis
 - 1.5 The economic circuit

2. Model of Supply and Demand - Introduction
 - 2.1 Market
 - 2.2 Demand curve
 - 2.3 Supply curve
 - 2.4 Joint analysis of supply and demand
 - 2.5 Consumer surplus and producer surplus

3. Consumer behaviour
 - 3.1 Utility and preferences
 - 3.2 Static equilibrium of the consumer
 - 3.3 Changes in income and prices: impact on consumer choices

4. Firm's behaviour
 - 4.1 Basic concepts
 - 4.2 Production
 - 4.3 Costs
 - 4.4 Firm's decision: optimal combination of productive factors

5. Markets
 - 5.1 Perfect Competition
 - 5.2 Monopoly



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Topics in Numeric Tools (INF2315L)

1. Fundamentals of spreadsheet environment
 - 1.1. Main features
 - 1.2. Main areas of application
 - 1.3. Spreadsheet organization
 - 1.4. Data integration
 - 1.5. Using application's help system
2. Worksheet organization
 - 2.1. Worksheet, cell and range name management
 - 2.2. Insert, move, copy, and delete cells, rows and columns
 - 2.3. Cell and range reference
 - 2.4. Range definition
3. Formulas and Functions
 - 3.1. Operators and conditions
 - 3.2. Formulas classes
 - 3.3. Worksheet functions
 - 3.4. Natural language formulas
 - 3.5. Functions types
4. Charts
 - 4.1. Creation
 - 4.2. Formatting and modifying charts
 - 4.3. Work with embedded charts
5. Business intelligence and PivotTables
 - 5.1. Data analysis
 - 5.2. Create, modify and format pivot table reports

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Financial Accounting II (GES2316L)

- The income tax IR and Changes in Equity
II. Other operations of Investment and Financing
III. Compulsory Financial Statements
IV. Dissolution and Liquidation, Merger and Division of Corporations

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Mathematics Applied to Economics and Management II (MAT2317L)

1. Integral Calculus in R (indefinite integral, techniques of integration, Riemann integral, geometric interpretation, integration techniques). 2. Comparative-Static analysis with several variables (implicit dependence, differential, point elasticity, total differentials, total derivatives, implicit function theorem, application to the comparative-static analysis). 3. Optimization - one choice variable (objective functions, choice variables, extreme values, stationary points, characterization of extreme values, convexity, concavity, profit and tax revenue maximization, derivatives of various orders, Taylor polynomials). 4. Optimization - several choice variables (second order partial derivatives, extreme values of a function of two variables, quadratic forms, objective functions with more than two variables, economic example: multiproduct firm). 5. Optimization with constraints (constraints, Lagrange multipliers, bordered Hessian, homogeneity, Cobb-Douglas and CES functions).



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Fundamental Notions of Law (ECN2318L)

I. THE CONCEPT OF LAW

1. The Law as a normative framework and a social reality
2. Law and Morality
3. Positive and natural Law
4. The Law and the State. Law, coercion and legal punishment
5. Law, Justice and Security
6. The legal relationship

II. THE SCIENCE OF LAW

7. The sources of the Law:
 - a) concept, enumeration and explanation
 - b) functioning and respective importance
8. The legal rule: notion and structure, characteristics and species
9. The legal system:
 - a) Public and Private Law: distinction (virtues and defects)
 - b) The main branches of the Law
10. The interpretation of the law:
 - a) General Theory
 - b) The elements of the interpretation
 - c) The species of the interpretation: by source and value, by purpose and result
 - d) Article 9 of the Civil Code
11. Overcome of legal gaps:
 - a) General notions
 - b) Understanding of the meaning and scope of articles 8, 10 and 11 of the Civil Code.

III. THE CONTRACTS AND THE COMPANIES

12. Contract Law: introduction and general aspects
13. The companies

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Principles of Macroeconomics (ECN2319L)

1. Science of Macroeconomics. Macroeconomic variables & data. The time-dimension in macroeconomics..
2. Short run economic fluctuations.
Fiscal policy and the multiplier. Government budget, budget deficits & public debt.
Monetary system. What is money and how is it created, commercial banks & money supply. Central bank and its instruments for monetary policy. Taylor rule.
Open economy; the bases for international trade, the flow of goods, services and capital, nominal and real exchange rates, the (absolute and relative) purchasing power parity hypothesis and the uncovered interest rate parity. Exchange rates regime.
The aggregate demand: overview
3. The supply side economy
Labour market; structural and cyclical unemployment, the natural rate of unemployment, sources of labour rigidities. Inflation and Phillips curve.
Aggregate supply: the Okun's law, determinants of the aggregate supply .
Aggregat



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Introduction to Social Sciences (SOC2320L)

- I. The problem of knowledge and social sciences
 1. Preliminary questions of Social sciences
 2. The meaning of social: social facts and objectivity in social sciences
 3. Classification of social sciences and interdisciplinarity: borders, complementarities and interceptions

- II. Basic concepts of social analysis
 4. The identification of the social: analysis, understanding and explanation
 5. Social relations: solidarity and sociability
 6. The individual and collective: social interaction and group phenomena
 7. Other methodological considerations about observation and social facts analysis

- III. Contemporary problems of social sciences
 8. Dilemmas, problems and trends
 9. Exemplifications of the applicability of the social sciences

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Critical Thinking and Argumentation (FIL2321L)

Introduction

1. Argumentation, Critical thinking and Philosophy
 - 1.1. Plato's The Socrate apology
 - 1.2. Kant's supposed right to lie
 - 1.3. Perelman's distinction between formal logic and informal logic.

2. Basic concepts of classical logic.
 - 2.1. Formal Logic: basic concepts, rules and fallacies.
 - 2.2. Informal Logic: basic concepts, rules and fallacies.

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Financial and Actuarial Calculus (GES2322L)

1. Introduction
2. Equivalence regimes and interest rates
3. Financial operations of short run
4. Ordinary annuities
5. Financial operations of medium and long run
6. Actuarial instruments and operations



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Management Accounting I (GES2323L)

1. INTRODUCTION TO MA
 - 1.1. Definition, objectives, scope and conceptual framework
 - 1.2. MA and Financial Accounting
 - 1.3. MA and organizational management
2. BASIC CONCEPTS
 - 2.1. Economic and financial concepts
 - 2.2. Cost terms and concepts
 - 2.3. Costs and costs control
 - 2.4. The MA income statement
3. PRODUCT COSTING
 - 3.1. Product costing: direct materials costs, labor costs and overheads
 - 3.2. Cost assignment and cost accumulation methods
 - 3.3. Costing systems
 - 3.4. Joint product costing
4. COST CENTERS
 - 4.1. Main concepts
 - 4.2. Production centers and cost assignment to production centers
 - 4.3. Service centers: cost assignment and cost reallocation to other centers
5. ACTIVITY-BASED COSTING
 - 5.1. Fundamentals of activity-based costing and main concepts
 - 5.2. Developing an activity-based costing system
 - 5.3. A comparison of traditional and activity-based costing systems

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Entrepreneurship and Innovation (GES2310L)

Module 1 – Introduction to Entrepreneurship and Innovation

- a. Definitions and concepts of Entrepreneurship
- b. Profile and characteristics of entrepreneurs
- c. Social entrepreneurship and intrapreneurship
- d. What is innovation? Types of innovation
- e. Dynamics of innovation

Module 2 – Conception and Structuring business ideas

- a. Process and techniques of generating ideas
- b. Design Thinking tool
- c. Evaluation of business ideas
- d. The process of creating a business idea and firm
- e. Simulation games- from ideas to business formation

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Statistics Applied to Management I (MAT2324L)

- § Frequency tables.
- § Measurements of central tendency, dispersion, symmetry, concentration.
- § Introduction to Probabilities and Conditional Probabilities. Bayes Theorem.
- § Random variables. Moments.
- § Commonly used probability and density distributions.
- § Introduction to Sampling.
- § Point and interval estimation.
- § Hypothesis testing.



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Marketing I (GES2325L)

- 1 ? Introduction
 - 1.1 Marketing concept and evolution
 - 1.2. The role of the marketing in organizations
 - 1.3. Forms of organization of the marketing function in organizations
- 2 ? Marketing strategy
 - 2.1. Elaboration of the marketing strategy
 - 2.2. Situation Analysis
 - 2.3. Goal Setting Marketing
 - 2.4. Strategic options (Segmentation and positioning)

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Decision Models (GES0128L)

- 1 - Introduction
- 2 - Linear Programming Model
- 3 - Transportation and Transshipment Models
- 4 - Integer Programming Model
- 5 - Project Management
- 6 - Queueing Models
- 7 - Simulation Models

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Decision and Negotiation Analysis (GES0010L)

- 1. Introduction
 - 1.1 The different approaches to decision making
 - 1.2 Decision sciences
- 2. Individual decision making under uncertainty
 - 2.1 The elements and structuring a decision problem
 - 2.3 Choice criteria without probabilities
 - 2.4 Expected monetary value
 - 2.5 Expected utility theory
 - 2.6 Methods of preferences extraction
 - 2.7 Sequential decision problems
 - 2.8 Behavioral aspects
 - 2.9 Decision analysis software
- 3. Decision making with multiple objectives
 - 3.1 Objectives and attributes
 - 3.2 Efficient alternatives and tradeoffs among objectives
 - 3.3 Utility function and best alternative
 - 3.4 Software for multiple objectives decisions
- 4. Decisions in the presence of strategic interdependency
 - 4.1 Representation of a game
 - 4.2 Static games with complete information
 - 4.3 Dynamic games with complete information
 - 4.4 Applications of game theory to management and economics
- 5. Negotiation Analysis
 - 5.1 Characteristics of negotiation analysis
 - 5.2 Bilateral negotiation with one issue
 - 5.3 Bilateral negotiation with several issues



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Financial Analysis (GES2326L)

Module 1 - The Function, Management and Financial Analysis

Module 2 - Financial and Accounting Information

Module 3 - Methods and Techniques of Financial Statement Analysis

Module 4 - Cash Flow Analysis

Module 5 - Diagnosing Profitability, Risk, Growth and Operational Efficiency

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Management Accounting II (GES2327L)

1. COST - VOLUME - PROFIT ANALYSIS

1.1. Variable and absorption costing

1.2. Cost - volume - profit analysis assumptions

1.3. Cost - volume - profit relationships

1.4. Break-even point

1.5. Contribution margin

1.6. Safety margin

2. THE BUDGETING PROCESS

2.1. Stages in planning process

2.2. Budgeting process

2.2.1. Stages in the budget process

2.2.2. Preparation of the annual budget

2.3. Activity-based budgeting

3. ACCOUNTING FOR CONTROL, VARIANCE ANALYSIS AND STANDARD COSTS

3.1. Budgeting for control

3.1.1. Objectives and scope of variance analysis

3.1.2. Variances from budget

3.1.3. Reasons for variances

3.2. Standard costing

3.2.1. Establishing cost standards

3.2.2. Types of cost standards

3.2.3. Operation of a standard costing system

3.2.4. Variance analysis

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Organizational Culture and Ethics (GES2328L)

Module 1. Delimitation and Clarification of the Concept of Organizational Culture

Module 2. Manifestations and Functions of Organizational Culture

Module 3. The relations of the cultural system with other behavioral variables: Structure, Leadership, Motivation, Participation and Organizational Communication

Module 4. From management by values to management by ethical culture - the foundation for the establishment of organizational ethical climates

Module 5. Delimitation and evolution of key concepts: Ethics, Morals, Ethics, Sustainable Development, Social Responsibility, Business Ethics

Module 6. Performance and analysis of a set of ethical theories

Module 7. Ethics and Professional Conduct

Module 8. The role of ethical codes of conduct and the creation of a management by the ethical culture and responsible leadership model

Module 9. Models of ethical decision - Application of a framework for resolving ethical dilemmas



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Statistics Applied to Management II (MAT2329L)

1. Linear correlation analysis, univariate, linear and non linear regression model. Multiple regression analysis. Assumptions Validation. Statistical significance of coefficients and global model assessment. Regression diagnostics. Graphical analysis of residuals.
2. Analyses of variance. One-Way analysis of variance. Validation of assumptions. Multiple comparisons. Two-way analysis of variance.
3. Non parametric tests: Test of Chi-Square: adjustment and independence . Statistical tests for paired and independent samples.

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Marketing II (GES2330L)

- 1 - The Marketing Plan
- 2 - Brand Management
 - 2.1. Brand concept and functions
 - 2.2. Brand Identity types
 - 2.3. Brand identity management
- 3 - Product
 - 3.1 The role of product in the marketing mix
 - 3.2 New product development
 - 3.3 The product life cycle
 - 3.4 Product-mix
- 4 - Price
 - 4.1. The role of price in the marketing mix
 - 4.2. Price management
 - 4.3. Final price definition
- 5 - Distribution
 - 5.1. The role of distribution in the producer's marketing mix
 - 5.2. Distribution functions
 - 5.3. Distribution channels
 - 5.4. The marketing policy of distributors
 - 5.5. Remuneration of distribution
 - 5.6. The sales force
- 6 - Communication
 - 6.1. The role of communication in the marketing mix
 - 6.2. Concept and functions of communication
 - 6.3. Communication-Mix
 - 6.4. Media Strategy and Planning

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Strategy (GES2331L)

1. Introduction and fundamental concepts.
2. Strategy: methods and techniques.
3. Strategic vision and strategic Plan.
4. Strategic planning process.
5. Environmental analysis: of the external approach.
6. Resources analysis: of the internal approach.
7. SWOT analysis.
8. Strategic formulation.
9. Strategic implementation and control.



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Operation Management (GES2332L)

Part 1 - Introduction to Operations Management

1. What is operations management?
2. Operations Strategy

Part 2 - Design, analysis and improvement of the operating system

1. Quality management and statistical quality control
2. Product/service design
3. Process design and technology choice

Part 3- Operations system management

1. Supply chain management
2. Demand forecasting methods
3. Independent demand stocks management
4. Aggregated production planning
5. Resources planning: MRP, CRP and ERP
6. Production scheduling and the theory of constraints
7. Lean production systems and Just in time

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Financial Management (GES2333L)

Module 1 - Introduction

Module 2 - The financial planning and the investment decision

Module 3 - The financing decision

Module 4 - The decision of capital structure

Module 5 - The decision of dividends

Module 6 - Financial Markets and Firms Valuation

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Human Resources Management (GES2334L)

Module 1 - Organizational Behavior and Human Resource Management: definition and areas of confluence of the two areas

Module 2 - Trends in organizational models

Module 3 - Human Resource Management (HRM) as a subsystem of the management system: the phases of the evolution of HRM policies and the main dimensions of HRM

Module 4 - Strategic Planning of Human Resources and Career Management

Module 5 - Recruitment, Selection and Integration

Module 6 - Management and evaluation of performance

Module 7 - Reward Systems

Module 8 - Health Systems and Safety at Work

Module 9 - Systems Training and Human Resource Development

Module 10 - Human Resource Management Information Systems (HRMIS)



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International Economics (ECN2337L)

- 1- The International Economy in the context of the Global Economy - Empirical Characterization of Globalization to the international mobility of goods, services and factors.
- 2- Trends and determinants of globalization of trade and production. Temporal dynamics of Trade and movement of production factors in the international context.
- 3- Classical and Neoclassical Theories of International Trade: Comparative Advantage in models with technological differences and factor.
- 4- Modern theories of international trade in the context of imperfect competition. Porter's model on competitive advantage of nations.
- 5- Introductory Approach to Economic Geography models, based on Krugman's approach.
- 6- The Economics of Trade Policy and institutional framework of International Trade.
- 7- The economics of international mobility of factors: The Foreign Direct Investment and theories of multi-nationalization. Economic impacts of international migration of lab

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Taxation (GES2338L)

1. Introduction
2. Income Tax from Individuals (IRS)
3. Income Tax of legal persons (IRC)
4. Value Added Tax (VAT)
5. Rules of the VAT in Intra-Community Broadcasting (RITI)

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Information Management for Decision Support (GES2339L)

1. Basic concepts: information and decision
2. Information Management
3. Information systems
4. Decision theory and models
5. Organizational Information Systems.

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e-business and web marketing (GES2340L)

1. Introduction to e-business and electronic markets.
2. E-business models.
3. Strategy and implementation of the e-business.
4. Marketing and communication on the Internet.
5. New developments on the Web.

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Real Investments (GES0009L)

- Module 1 - General Aspects and Framework on Investment Projects
- Module 2 - Specific Aspects of Design and Analysis of Investment Projects
- Module 3 - Economic, Social and Environmental Investment Projects Evaluation
- Module 4 - Selection of Investment Programs
- Module 5 - Introduction of Derivatives and Real Options Investment Evaluation



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Business Project (GES2335L)

1. The project: concept, classes and characteristics
2. Technical studies and feasibility
3. Organization, Project Planning and Preparation
4. Implementation, Monitoring and Control Project

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Management Information Systems (GES2336L)

- Module 1: Information Systems
- Module 2: Strategy and Information Systems
- Module 3: From Information to Knowledge
- Module 4: Business Information Systems
- Module 5: New Tools Business
- Modulo 6: Management of Information Systems Investments

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Public Administration and Administrative Processes (GES2341L)

1. Basics of Public Management
2. The Portuguese Public Administration
3. The State Budget and the State's Financial Administration
4. Common administrative processes of the Administrative Public Sector
 - 4.1. Hiring and Personnel Management in Public Administration
 - 4.2. The Management of Procurement, public works and the concession of works and public services
5. The Control in Public Administration
6. Strategy and Planning in Public Administration
 - 6.1. The definition of strategies and planning process
 - 6.2. Business plans, programs and annual reports
7. Additional Issues of Public Management
 - 7.1. The New Public Management
 - 7.2. Modernisation and Quality in Public Administration
 - 7.3. Innovation in Public Administration
 - 7.4. Information Management in Public Administration
 - 7.5. Public Sector Accounting
 - 7.6. Guarantees of citizens

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Financial Auditing (GES2342L)

1. Introduction
2. Audit Basics
3. The Internal Control
4. Evidence in Auditing
5. Objectives and audit procedures
6. Auditors' Reports and Opinions



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Business Control (GES2343L)

1. Introduction;
2. Organizational piloting;
3. Decentralization and responsibility;
4. Internal transactions;
5. Performance evaluation and reporting;
6. Monitoring and action systems: the tableau de bord and the balanced scorecard.

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Financial Economics (ECN2344L)

1. THE FINANCIAL SYSTEM
 - 1.1. Financial innovation in historical perspective
 - 1.2. Financial intermediation and financing the Economy
 - 1.3. The Portuguese financial system
 - 1.4. The global financial crisis: causes, consequences and solutions
2. MARKETS AND FINANCIAL INSTRUMENTS
 - 2.1. Capital markets
 - 2.2. The money market and the foreign exchange market
 - 2.3. The markets for financial derivatives
3. PORTFOLIO ANALYSIS OF FINANCIAL ASSETS
 - 3.1. The risk in the financial markets
 - 3.2. Diversification of investments and portfolio risk
 - 3.3. The investment possibilities' curve
 - 3.4. The choice of the investor in a context of uncertainty
 - 3.5. Combination of assets with and without risk
4. EQUILIBRIUM MODELS OF CAPITAL MARKETS
 - 4.1. The capital asset pricing model (CAPM)
 - 4.2. Empirical analysis of the CAPM
 - 4.3. The APT Model
5. MARKET EFFICIENCY
 - 5.1.

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Consumer studies (GES2345L)

- 1 - Introduction
 - 1.1 - Consumer behavior and marketing research
 - 1.2 - The importance of studying the consumer
 - 1.3 - Consumer studies process
- 2 - Consumer Behavior
 - 2.1 - Individual determinants of consumer behavior
 - 2.2 - Environmental influences to consumer behavior
 - 2.3 - The consumer decision-making process
- 3 - Marketing Research
 - 3.1 - The role of marketing research
 - 3.2 - Exploratory and conclusive research
 - 3.3 - Obtaining data (study design and field work).



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Quality and Environment Management (GES2346L)

Module 1:

1. The Concept and its Evolution
2. International Organizations Quality
3. The Portuguese Quality System
4. Sub - Systems of Standardization and Metrology Qualification
5. Accreditation and Certification

Module 2:

1. Principles of Quality Management
2. Policy and Strategy of the organization
3. The Organizational Management and integration of quality management
4. Quality Systems
5. The quality function in organizations
6. Quality Management - NP EN ISO 9001
7. Other References Quality Management

Module 3:

1. Interaction between Organizations and Environment: the main environmental problems
2. Environmental Legislation
3. Environmental performance of organizations
4. Environmental Management Systems - ISO 14001 NP EN

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Information Technology management (GES2347L)

1. Information technologies: the basic concepts.
2. The impact of information technologies in the organizations.
3. The management of information technologies.

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Conflict management and Negotiation (GES2348L)

1. Introduction

- 1.1. Organizational models in change context;
- 1.2. Decision-making processes.

2. Conflict

- 2.1. Approach perspectives and types of conflict;
- 2.2. Development phases of a conflict;
- 2.3. Conflict management.

3. Negotiation

- 3.1. Basic characteristics of a negotiation process;
- 3.2. Bargaining orientation;
- 3.3. Stages of a negotiation process;
- 3.4. Bargaining strategies, techniques and tactics;
- 3.5. Negotiation in specific contexts.



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International Management (GES2349L)

Part 1: Understanding Globalization and international business

- * Globalization Forces
- * Analysis of the Flow of Goods, Services and Finance

Part 2: The Multinational Firm

- * Principles of the Global Corporation
- * Forms of International Investment
- * The Multinational Firm
- * Internationalization Strategy
- * Productivity, Risk and Competitiveness
- * Global Marketing and Product Development