



## Study Plan

**School:** School of Social Sciences  
**Degree:** Master  
**Course:** Management (São Tomé e Príncipe) (cód. 583)

### 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

#### 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

#### 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

#### 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
GES7510M	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					

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## 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

#### Group of Options

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



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

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
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
GES7510M	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					

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**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



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

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
<b>Mandatory alternatives</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10952M	Futures and Options	Management	6	Semester	156
GES10935M	Strategic Management	Management	6	Semester	156
<b>Group of Options</b>					
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
<b>Mandatory alternatives</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10954M	Data Analysis for Business II	Management	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
GES7510M	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					



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## 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
<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
GES7510M	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					

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## 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
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

#### Group of Options

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
INF7013M	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



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

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10970M	Models and Decision Support Systems	Management	6	Semester	156
GES10971M	E- Governement 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
GES7510M	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					

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**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



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

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
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
GES7510M	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					





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## 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
<b>Group of Options</b>					
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
<b>Group of Options</b>					
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
GES7510M	Project Seminar	Management	3	Semester	78



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

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

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

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	Project Work				
	Internship				

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## Program Contents

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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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### **Enterprise Fiscality I (GES10932M)**

1. Introduction
2. The General Tax Law
3. The Procedure Code and the Tax Procedure
4. The General of Tax Offences
5. The Supplementary Rules of Procedure of the Tax Inspection



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

1. Descriptive statistics
  - 1.1. Introductory concepts
  - 1.2. Frequency distributions
  - 1.3. Measures of central tendency
  - 1.4. Measures of variability
  
2. Distributions of sample statistics and estimation
  - 2.1 Sampling from a population
  - 2.2 Some theoretical probability distributions
  - 2.2 Sampling distributions
  - 2.3 Point and interval estimators
  
3. Hypothesis tests
  - 3.1 Basic concepts
  - 3.2 Parametric hypothesis tests
  - 3.3 Non-parametric hypothesis tests
  
4. Correlation analysis
  - 4.1 Basic concepts
  - 4.2 Pearson correlation coefficient
  - 4.3 Spearman correlation coefficient
  
5. Simple and multiple regression analysis for cross-section data
  - 5.1 Overview of linear models
  - 5.2 Least squares estimator
  - 5.3 Properties of the Least squares estimators
  - 5.4 Introducing qualitative variables in the regression
  - 5.5 Variance analysis
  - 5.6 Statistical inference

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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)**

#### 1: Financial Reporting

- . Objectives, users and perspectives;
- . Different legal frameworks: SNC, CSC, CMVM.
- . Interim Financial Reporting and Segment Reporting;
- . New developments: The Electronic Financial Report and XBRL.

#### 2: The Sustainability Report

- . The AccountAbility, the Global Reporting Initiative (GRI), and the SA 8000 Standard.
- . Measurement and Communication of the Sustainability. Sustainability performance indexes: The Dow Jones Sustainability Index. The Domini 400 Social Index and the Ftse4good index.
- . The Report of Sustainability. Case Studies.

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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 - Strategic classic planning versus strategic modern planning: multiple strategic decisions.

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

Module I: Organizational Performance and Integration of Interests

Introduction to the problem of organizational performance

Economic, Social and Environmental Performance

Identification, selection and diagnosis of relevant stakeholders

Strategic management of organizational interdependencies

Module II: Business Ethics

Delineation of key concepts: Ethics, Morals, Professional Ethics, Sustainable Development, Social Responsibility and Business Ethics

Presentation of a set of ethical theories and corporate social responsibility

The role of ethical and conduct codes and the creation of a management model for ethical culture

Models of ethical decision - Application of a framework to support the resolution of ethical dilemmas



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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)**

1. Introduction
2. Community Tax Harmonization
3. International Double Taxation
4. Transfer Pricing
5. Tax benefits
6. Tax Planning

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**Research Methodology (GES10938M)**

1. Introduction
2. The Scientific Knowledge
3. Methodological Procedures
4. Phases of Preparation of a Research Work
5. Presentation of Research Works
6. Diffusion of Research Works

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**Business Law (ECN10941M)**

1. Contracts: overview and some specific types. Fulfilment of the obligations.
2. The commercial activity and its special rules. The titles of credit.
3. The subject of commercial activity.
4. The business organization: commercial companies (including fusion and merging).
5. Insolvency and business recovery
6. The administrative procedure.

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**Project Seminar (GES7510M)**

- 1-Phases and Project Design rules
  
- 2 - Presentation and monitoring of Projects



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## **Entrepreneurship (GES10942M)**

### 1. Characterization of Entrepreneurship

- . Entrepreneurship: Conceptualization
- . Entrepreneurship and Innovation
- . Types of entrepreneurship
- . Measure of entrepreneurship
- . Entrepreneurship and Economic Growth

### 2. The Innovative Entrepreneur

- . Personal Characteristics
- . Traits common among entrepreneurs
- . Entrepreneurship and Education
- . Entrepreneurship and business incubation

### 3. The entrepreneurial process

- . The process of business creation
- . Creation of ideas
- . Design, Analysis and Testing of Ideas

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

### 1: Marketing Overview

- .What is Marketing;
- .Marketing: Research, strategic and operational;
- .The concept of Marketing;
- .Main concepts, tools, Themes and Buzzwords of Marketing.

### 2: The Marketing plan

- .Phases of the Marketing;
- .Main tools of analysis and strategic construction;
- .Decision making support and strategic recommendations in marketing.

### 3: Branding

- .The role of brands
- .Main concepts:
- .Brand equity, brand identity, brand building, brand architecture;
- .Brand leadership, brand management.

### 4: Marketing innovation

- .The role of marketing and design in the innovation strategies;
- .Lateral Marketing: how to create disruptive marketing strategies;
- .The role of ideas in the lateral marketing strategies;
- .Marketing Buzzwords: experience marketing, sensorial marketing;

### 5: In marketing innovation depends on everyone

- How to be: pro-active, creative, innovative
- .Techniques and models of creative work.
- .Techniques and models to generate and manage ideas.



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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 output 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)**

- 1 General aspects related to models and techniques involved in problem solving.
- 2 A historical analysis of the firm
- 3 Identification of the problem in all its vertents.
- 4 A solution proposal to the firm.

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

1. Concept and Meaning of Entrepreneurship:
2. Design Idea:
3. Consistency and Viability of the Idea:
4. Structure and Design of Business:
5. Preparation of Business Plans:
6. Venture Capital and Exit Strategy:
7. Business Plans that future?



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### **Internationalization and Innovation (GES10946M)**

- 1 Understand Innovation
  - . What is innovation?
  - . Forms (macro) of measuring innovation
  - . Internationalization and innovation
- 2 The Dynamics of Innovation
  - 2.1 The Dynamics of Innovation: The Innovator's Dilemma
    - . Break Vs Sustainable Innovation
  - 2.2 The Dynamics of Innovation: Design dominant
    - . Product innovation versus process
    - . The phases of the innovation
  - 2.3 The Dynamics of Innovation - An Integrated Model
    - . Market structures and innovation
    - . An integrated model
    - . Market Structure and archetypes of innovation
    - . Dynamic integrated
  - 2.4 The Diffusion of Innovation
    - . Diffusion of innovation and adoption categories
    - . The crossing of the abyss
- 3 Internationalization
  - . Understand globalization
  - . Internationalization: economies integrated and disaggregated production
  - . Strategies for internationalization
- 4 The International Diffusion of Innovation
  - . Measure the international diffusion of innovation
  - . Innovation and the service sector

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### **Social Entrepreneurship (GES10947M)**

Module 1 - General considerations and the model of social entrepreneurship.

Module 2 - The development of businesses in non profit organizations.

Module 3 - Viability studies and businesses plan for NGO's.

Module 4 - The financing of entrepreneurial ideas for social projects.

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### **Corporate Financial Management (GES10950M)**

- 1 - The foundations of the Financial Theory
- 2 - Capital budgeting topics
- 3 - Topics about financing decision and capital structure theory
- 4 - Topics on the decision and dividend policy theory





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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)**

- 1-Introduction: forward, futures, options and other derivatives.
- 2-Futures markets and the use of futures for hedging: trading futures contracts; specification of futures contracts; strategies of hedging and speculation.
- 3-Forward and futures prices: valuation models.
- 4-Options Markets: types of options contracts; European options and American options.
- 5-Options Valuation. Models of valuation: Black-Scholes Model and the binomial model.
- 6-The "Greeks" letters.

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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. The structure of the financial markets
  - 1.2. The financing of the economy
2. THE YIELD CURVE AND THE LONG-TERM INTEREST RATES
  - 2.1. Theory of interest rates
  - 2.2. The yield curve
  - 2.3. Theories of the yield curve
  - 2.4. The yield curve as a prediction instrument
3. THE MONEY MARKET AND THE SHORT-TERM INTEREST RATES
  - 3.1. The market for intervention operations
  - 3.2. The interbank money market
4. THE CAPITAL MARKET
  - 4.1. The interest rates on banking operations
  - 4.2. The stock and bond markets
5. THE MARKET OF FINANCIAL DERIVATIVES
6. THE EXCHANGE RATE MARKET
  - 6.1. Basic concepts
  - 6.2. Exchange rate determination
  - 6.3. Interest rate parities
  - 6.4. The relation with the money market

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

- 1 - The concept of value and valuation approaches
- 2 - Valuation based on financial statements
- 3 - Relative valuation based on market multiples
- 4 - Valuation models based on discounted cash-flows
- 5 - Valuation based on discounted excess earnings method
- 6 - Firm valuation under risk and uncertain conditions
- 7 - The contribute of real option theory to firm valuation

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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)**

- 1 – O Marketing nas Organizações
- 2 – Strategic Marketing and Marketing Planning
- 3 – Core Marketing Strategy (targeting, positioning and branding)

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

1. Brand Concept
2. Brand Equity
3. Corporate Identity Structures
4. Brand Management
5. New tendencies in Brand



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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

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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)**

- I. - Introduction
- II - Methodology for Data Collection

Decision about the type of information to collect.

Methods to collect primary data.

Measure and Scale Methods.

Construction of the instrument to sample data.

Sampling method

Work Field

III - Methodology for data analysis.

Steps of the process preparation data

Statistic techniques

Some specific methods useful in Marketing

- Clusters analysis
- Factorial analysis
- Multidimensional Scaling (MDS)
- Correspondence analysis
- Conjoint analysis
- Preferences analysis



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

- 1) Marketing Communication: Concept and platforms of communication in marketing
- 2) From Marketing Communication to Brand Communication: Tradicional Models vs New models;
- 3) New approaches to marketing communication
- 4) Integrated Communication - 360° - On e Off Line.

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

1. Distribution
  - 1.1. Types of distribution
  - 1.2. Functions in the distribution channel
  - 1.3. Distribution channels: importance, structure and characteristics
  - 1.4. Distribution channels distribution
  - 1.5. Middle man relationships
2. The internationalization of Distribution
3. Retail Marketing
  - 3.1. New distributors organization forms
  - 3.2 Trade Marketing
  - 3.3. ECR
4. Sales Management
5. Distribution and Sales Information Systems and Network Management

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

1. Introduction to the Problem of the Internationalization
2. The Environment of Global Marketing
3. Global Marketing Research
4. Segmentation and Positioning in Global Markets
5. International Marketing Entry Strategies
6. The Marketing Mix Applied to the Global Market
  - 6.1. Globalization versus Adaptation
  - 6.2. Product and Services International Marketing
  - 6.3. Pricing for International markets
  - 6.4. International Marketing Channels - "grey market"
  - 6.5. Integrated Marketing Communication

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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 (INF7013M)**

1. Database, Data and System Administration
2. Data modeling. Logical and physical models
3. Database performance design
4. Application design
5. Database design reviews
6. Data availability
7. Performance management
8. Data integrity
9. Database security
10. Database backup and recovery. Disaster planning

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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- Governement 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 - Leadership and Organizational Performance
- Module 3 - Motivation and Job Satisfaction
- Module 4 - Organizational Communication
- Module 5 - Participation, negotiation and conflict management
- Module 6 - Organizational Culture and Ethics
- Module 7 - Organization, People and Technology
- Module 8 - Change and Organizational Learning

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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)**

- 1) Concept, steps and "gurus" of quality;
- 2) Impact of a Quality Management System in the life of an organization;
- 3) Certification and Standards;
- 4) The Total Quality Management (TQM);
- 5) Quality Models;
- 6) Quality Tools.

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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)**

1. Law, labour relations and Labour Law (object, extent and contents).
2. The individual contract of dependant work: notion, characterisation and differences from other related contracts (difficulties and solutions); labour contracts subject to special regimes (brief notions).
3. The formation of the individual contract of dependant work; incidental elements of this contract;
4. The employer and the employee: rights and duties.
5. The termination of the individual labour contract: some problems.

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

Introduction and work program

Competencies, knowledge, abilities, aptitudes, skills, performance and learning

Performance appraisal in organizations and performance management - introduction and overview

Professional development processes - the coaching

The research in coaching

Professional development processes: supervision, Balint groups, Communities of Practice, mentoring, train

Work motivation and and Professional development

Contextual aspects: policy compensation, predatory work and decent work

Human performance -Job performance Theory

Human Performance Technology

Performance appraisal - case study

Aligning Performance appraisal and people management



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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.