



Study Plan

School: School of Social Sciences

Degree: Bachelor

Course: Management (cód. 701)

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
HIS12613L	Business History	History	3	Semester	78
INF2315L	Topics in Numeric Tools	Informatics	3	Semester	78
ECN2314L	Principles of Microeconomics	Economy	6	Semester	156

1st Year - 2nd Semester

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES2316L	Financial Accounting II	Management	6	Semester	156
ECN2319L	Principles of Macroeconomics	Economy	6	Semester	156
MAT2317L	Mathematics Applied to Economics and Management II	Mathematics	6	Semester	156
ECN12668L	Fundamental Notions of Law	Legal-Political Theory and International Relations	6	Semester	156

Options

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
MAT2324L	Statistics Applied to Management I	Mathematics	6	Semester	156
GES0128L	Decision Models	Management	6	Semester	156
GES2310L	Entrepreneurship and Innovation	Management	6	Semester	156
GES2325L	Marketing I	Management	3	Semester	78

2nd Year - 4th Semester

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



2nd Year - 4th Semester

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES2328L	Organizational Culture and Ethics	Management	3	Semester	78

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

Options

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES2338L	Taxation	Management	6	Semester	156
GES2341L	Public Administration and Administrative Processes	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

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Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES2348L	Conflict management and Negotiation	Management	3	Semester	78
GES2343L	Business Control	Management	3	Semester	78
GES2347L	Information Technology management	Management	3	Semester	78
GES2345L	Consumer studies	Management	6	Semester	156
GES2349L	International Management	Management	6	Semester	156
GES2342L	Financial Auditing	Management	6	Semester	156
GES12537L	Public Accounting	Management	6	Semester	156
GES2346L	Quality and Environment Management	Management	6	Semester	156
ECN2344L	Financial Economics	Economy	6	Semester	156



Conditions for obtaining the Degree:

*** TRANSLATE ME: Gestão

Para obtenção do grau de licenciado em Gestão é necessário obter aprovação a 153 ECTS em unidades de curriculares obrigatórias e 27 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 Optativa do Grupo de Optativas (SOC/FIL) 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 de Optativas (GES) num total de 6 ECTS

6º Semestre

3 UC Obrigatórias num total de 15 ECTS

UC Optativas Grupo de Optativas do Grupo de Optativas (GES/ECN) num total de 15 ECTS ***

Program Contents

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Financial Accounting I (GES2282L)

1. Introduction
2. Fundamental Concepts
3. Current transactions
4. Inventories and biological assets
5. Non-current transactions
6. Financial reporting

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Introduction to Management (GES2311L)

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Mathematics Applied to Economics and Management I (MAT2312L)



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Business History (HIS12613L)

1. Business History: Approaches and Debates. Historiography, Economic Theory and Management Studies. The Historical Approaches: from “hero and robber” (entrepreneur) and “black box” (firm) to academic research.
2. The long process of invention of enterprise. Scientific Knowledge, Industrial technique, business enterprise, entrepreneurial freedom and entrepreneurs before the Industrialization. The Great Divergence.
3. Dynamics of Modern Capitalism. Varieties, firms and entrepreneurs.
4. The “variety” of European Capitalism and Family Firms. The Modern Metropolitan and Colonial Portuguese Experience.

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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 report

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Principles of Microeconomics (ECN2314L)

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Financial Accounting II (GES2316L)

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Principles of Macroeconomics (ECN2319L)



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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 (ECN12668L)

CONCEPT OF LAW:

1. Law as a normative framework.
2. Law, Morality and other rules of conduct.
3. Meanings of the word Law.
4. Law, State, coercion and legal punishment.
5. Law, Justice and Security.
6. The legal relationship.

SCIENCE OF LAW:

7. Sources of the Law: concept, enumeration and explanation; functioning and respective importance.
8. Legal rule: notion and structure; characteristics and species.
9. The legal system: a) International Law and domestic Law; b) Public Law and Private Law.
10. Interpretation of the law: a) General Theory; b) Elements of the interpretation; c) 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 articles 8, 10 and 11 of the Civil Code.

CONTRACTS AND COMPANIES:

12. Contract Law: introduction and general aspects.
13. Labour contract and labour legislation: general notions.
14. The companies.

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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)

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Financial and Actuarial Calculus (GES2322L)

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Management Accounting I (GES2323L)

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Statistics Applied to Management I (MAT2324L)

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Decision Models (GES0128L)

- Introduction
 - oSteps in the problem solving process
 - oSteps in model building process
 - oUsing Excel to model and solve problems
 - oSensitivity analysis and Excel tools for sensitivity analysis
- Linear Programming models
 - oElements of an optimization model
 - oLinear programming: graphical solution
 - oGraphical sensitivity analysis
 - oThe logic behind the Simplex algorithm
 - oFormalization, solution using Solver and interpretation of the results
 - oSensitivity analysis using SolverTable
 - oApplications of linear programming to Marketing, Finance and Operations Management
 - oLinear programming with integer and binary variables
- Project Management
 - oThe project management objectives
 - oPlanning, programming and controlling projects
 - oProgramming projects with deterministic activity durations
 - oProgramming projects with stochastic activity durations
 - oCost – Duration tradeoff
 - oSoftware for project management
- Waiting lines models
 - oThe structure of the waiting line system
 - oSinge channel, single phase model
 - oMultiple channel, single phase model
 - oWaiting and service costs
 - oImproving the waiting line system
 - oOther waiting line models
- Simulation models
 - oRisk analysis: scenario analysis versus simulation
 - oBuilding a simulation model, verification and validation
 - oSimulation using Excel and @Risk
 - oExamples of simulation models (project management and waiting lines simulation models)



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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
- d. 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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Marketing I (GES2325L)

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Decision and Negotiation Analysis (GES0010L)

1. Introduction
2. Individual decision making under uncertainty
 - 2.1. The elements of a decision problem
 - 2.2. Representation of decision problems
 - 2.3. Choice criteria without probabilities
 - 2.4. Expected monetary value criterion
 - 2.5. Expected utility theory
 - 2.6. Methods for preferences extraction
 - 2.7. Analysis of sequential decision problems
 - 2.8. Software for decision analysis (Precision Tree)
3. Individual decision making with multiple objectives
 - 3.1. Objectives and attributes
 - 3.2. Efficient alternatives and tradeoffs among objectives
 - 3.3. Utility function and selection of the best alternative
4. Decisions in the presence of strategic interdependency
 - 4.1. Strategic and extensive form 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 and several issues

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Management Accounting II (GES2327L)



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Statistics Applied to Management II (MAT2329L)

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Financial Analysis (GES2326L)

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Marketing II (GES2330L)

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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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Strategy (GES2331L)



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Operation Management (GES2332L)

Part 1 - Introduction to Operations Management

What is operations management?

Operations Strategy

Demand forecasting methods

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

Quality management and statistical quality control

Product/service design

Process design and technology choice

Part 3- Operations system management

Supply chain management

Independent demand stocks management

Aggregated production planning

Resources planning: MRP, CRP and ERP

Lean production systems

Production Scheduling

Theory of constraints

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Financial Management (GES2333L)

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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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Taxation (GES2338L)

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Public Administration and Administrative Processes (GES2341L)



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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 of Investment Projects

Module 2 - Specific Aspects of the Conception and Analysis of Investments Projects

Module 3 – Economic Evaluation, Social and Environmental of Investments Projects

Module 4 - Investment Projects Analysis in the Optical of the EVA

Module 5 - Evaluation of Investments in the Optical of the Real Options

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Business Project (GES2335L)

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Management Information Systems (GES2336L)

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Conflit management and Negotiation (GES2348L)

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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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Information Technology management (GES2347L)

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Consumer studies (GES2345L)



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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

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Financial Auditing (GES2342L)

1. Introduction
2. Auditing systems
3. The internal control
4. Fundamentals of financial auditing
5. Objectives and auditing procedures
6. Audit conclusion and report

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Public Accounting (GES12537L)

1. The Budget and the main concepts of Budget Accounting.
2. Main budgetary maps for budget implementation: revenue map; expenditure map; budget performance map.
3. The Accounting Standardization System for Public Administration (SNC-AP)
4. Conceptual Framework of the public sector.
5. The public accounting standards and their application.
6. The main financial statements: balance sheet, income statement, statement of changes in shareholders' equity and statement of cash flows.



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Quality and Environment Management (GES2346L)

Module 1 - Quality Management:

1. The Concept and its Evolution
 - 1.1. The global approach of the concept "Quality"
 - 1.2. The evolution of the concept and the main "gurus"
2. Total Quality Management and continuous improvement
 - 2.1. Behavioral variables of Total Quality Management
 - 2.2. Philosophy and methods of continuous improvement
3. The Quality Management System (QMS)
 - 3.1. Implementation of QMS
 - 3.2. Documentation of QMS
 - 3.3. Process approach
4. Standardisation, Accreditation and Certification
 - 4.1. The series of ISO 9000 standards
 - 4.2. Process of accreditation and certification of management systems, products/services and People
5. Models and quality tools
 - 5.1. Structured resolution of problems
 - 5.2. Basic quality tools
 - 5.3. Other quality tools: the QFD, FMECA, SPC to 6 sigma
 - 5.4. Quality models

Module 2 - Environmental Management:

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

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Financial Economics (ECN2344L)

The Intermediaries, Financial Markets and Products.

The Portuguese Financial System.

Interest Rate Theory: Parity and Term Structure.

Financial Investments and Risk: Default Risk and Financial Asset's Portfolio Management.

The Financial Instruments of Financial Risk's Management.