



## Study Plan

**School:** School of Social Sciences

**Degree:** Master

**Course:** Management (cód. 710)

### Specialization Finance

#### 1st Year - 1st Semester

##### Specialization Finance

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES12640M	Corporate Financial Management	Management	6	Semester	156
GES12666M	Investments in Financial Assets	Management	6	Semester	156

##### \*\*\* TRANSLATE ME:Obrigatórias Alternativas-Grupo 1 \*\*\*

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES12667M	Statistics for Business I	Management	6	Semester	156
ECN11907M	Econometrics	Economy	6	Semester	156

##### Mandatory alternatives-Group 2

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10935M	Strategic Management	Management	6	Semester	156
ECN10958M	Financial Markets and Interest Rates	Economy	6	Semester	156

##### Group of Options-Group 3

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES12549M	Financial Control	Management	6	Semester	156
GES10948M	Venture Capital and the finance of innovation	Management	6	Semester	156
GES10956M	Risk Management	Management	6	Semester	156

#### 1st Year - 2nd Semester

##### Specialization Finance

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES12672M	Firms Valuation	Management	6	Semester	156
GES12671M	Futures and Options	Management	6	Semester	156
GES10938M	Research Methodology	Management	6	Semester	156

##### Mandatory alternatives-Group 4

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10954M	Data Analysis for Business II	Management	6	Semester	156
ECN10957M	Financial Modelling	Economy	6	Semester	156



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

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
<b>Group of Options-Group 5</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES12673M	International Finance	Management	6	Semester	156
GES12548M	Real Options	Management	6	Semester	156
Free option					

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

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES12677M	Project Seminar	Management	3	Year	78
Dissertation					
Project Work					
Internship					

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

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

**Specialization Marketing**

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

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10935M	Strategic Management	Management	6	Semester	156
GES12667M	Statistics for Business I	Management	6	Semester	156
GES12639M	Strategic Management	Management	6	Semester	156
GES12674M	Brand Management	Management	6	Semester	156
<b>Group of Options-Group 1</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10964M	Consumer Behavior	Management	6	Semester	156
GES10966M	Services Marketing	Management	6	Semester	156
GES12547M	Digital Marketing	Management	6	Semester	156



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

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES12676M	Marketing Research	Management	6	Semester	156
GES12675M	Integrated Marketing Communication	Management	6	Semester	156
GES12679M	Sales and Distribution	Management	6	Semester	156
GES10938M	Research Methodology	Management	6	Semester	156

**Group of Options-Group 2**

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES12680M	International Marketing	Management	6	Semester	156
GES12546M	Internal Marketing and Communication	Management	6	Semester	156
Free option					

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

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES12677M	Project Seminar	Management	3	Year	78
Dissertation					
Project Work					
Internship					

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

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

**Specialization Human Resources**

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

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10935M	Strategic Management	Management	6	Semester	156
GES12667M	Statistics for Business I	Management	6	Semester	156
GES10974M	Organizational Behavior	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
<b>Group of Options-Group 1</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10978M	New Trends in Human Resource Management	Management	6	Semester	156
GES10979M	Performance Assessment and Professional D.	Management	6	Semester	156
GES12550M	Knowledge management	Management	6	Semester	156

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

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10938M	Research Methodology	Management	6	Semester	156
GES10976M	Models and Human Resources Policies	Management	6	Semester	156
ECN12641M	Labor Law	Legal-Political Theory and International Relations	6	Semester	156
GES10937M	Ethical M. Corporate Social Responsibility	Management	6	Semester	156
<b>Group of Options-Group 2</b>					
Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES10980M	Integrated Quality Management Systems	Management	6	Semester	156
GES12546M	Internal Marketing and Communication	Management	6	Semester	156
Free option					

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

Component code	Name	Scientific Area Field	ECTS	Duration	Hours
GES12677M	Project Seminar	Management	3	Year	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					

**Conditions for obtaining the Degree:**

## Program Contents



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### **Corporate Financial Management (GES12640M)**

- 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 (GES12666M)**

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



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### **Statistics for Business I (GES12667M)**

Module 1. Descriptive Statistics

1.1. Central measure location

1.2. Deviation measures (Variance, Standard error, Correlation coefficient it's analysis as a measure of market's risk)

Module 2. Making a Database using the SPSS program

Module 3. Inference statistics

3.1 Estimation and properties of estimators

3.2 Confidence intervals

3.3. Tests of statistical hypothesis

Module 4. Regression analysis with seccional data

4.1 Hypothesis of OLS

4.2. Estimation of OLS

4.3. Properties of OLS estimators

4.4. Regression analysis with qualitative independent variables

4.5. Inference analysis in regression context

4.6. Empirical applications in management

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### **Econometrics (ECN11907M)**

I. Linear Regression Model: Specification, Estimation and Inference; Endogenous Regressors.

II. Nonlinear Models: Estimation and Inference; Models with discrete dependent variable

III. Panel Data Models: Fixed and Random Effects Models; Dynamic Models.

IV. Time Series Models: Univariate and Multivariate Models; Unit roots and Cointegration.

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

1 - Introduction;

2 - Conceptual pictures of reference;

3 - Roots and evolutionary logics of the strategy;

4 - The strategic manager;

5 - Schools of strategic approaches: several typologies;

6 - Innovation and strategy;

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



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

1. THE FINANCIAL SYSTEM
  - 1.1. The structure of financial markets
  - 1.2. The financing of the economy
  - 1.3. The yield curve
2. MONEY MARKET AND DETERMINATION OF SHORT-TERM INTEREST RATES
  - 2.1. The market intervention operations
  - 2.2 . The interbank money market
    - 2.2.1 . The determination of the overnight rate
    - 2.2.2 . The determination of the Euribor rates
3. CAPITAL MARKET
  - 3.1. The banking operations interest rates
    - 3.1.1 . Determination of passive interest rates
    - 3.1.2 . The determination of lending rates
  - 3.2 . The market shares and bonds
    - 3.2.1 . Effects of monetary policy on the Stock Exchange
    - 3.2.2 . Effects of monetary policy on the bond market
4. DERIVATIVE FINANCIAL MARKET
5. EXCHANGE MARKET
  - 5.1. Basic concepts
  - 5.2 . The determination of the exchange rate
  - 5.3 . Parities interest rate
  - 5.4. Interconnection with the money market

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### **Financial Control (GES12549M)**

- Theoretical-conceptual perspective (management control and financial control)
- Financial planning and control on organizations
- Relating financial control indicators with non-financial indicators
- Main methodologies and instruments of financial control
- Research methods in the field of financial planning and control
- Recent developments in financial planning and contro

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

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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. Contingencial Risk



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### **Firms Valuation (GES12672M)**

- 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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### **Futures and Options (GES12671M)**

- 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 Americans options.
- 5- Options Valuation. Models of valuation: Black-Scholes Model and the binomial model.
- 6- The "Greeks" letters.

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

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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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### **International Finance (GES12673M)**

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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### **Real Options (GES12548M)**

Module 1 - General aspects of investment decisions.

Module 2 - The valuating investments models in deterministic conditions and in risk and uncertainty conditions - Critical Analysis.

Module 3 - Analogy between the financial option definition and the investment decision. Real options definition and types.

Module 4 - The procedure for identifying real options and their quantification.

Module 5 - Real options valuation methodologies.

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### **Project Seminar (GES12677M)**

1-Phases and Project Design rules

2 - Presentation and monitoring of Projects

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### **Strategic Management (GES12639M)**

- 1 – Marketing Organizations
- 2 – Strategic Marketing and Marketing Planning
- 3 – Core Marketing Strategy (targeting, positioning)



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### **Brand Management (GES12674M)**

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)**

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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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### **Digital Marketing (GES12547M)**

- Evolution and trends of the internet
- Introduction to digital marketing
- Electronic commerce models
- Digital marketing strategy
- Social networks and online platforms

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### **Marketing Research (GES12676M)**

I. – Introduction and basic concepts of Marketing

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)



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### **Integrated Marketing Communication (GES12675M)**

- 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 (GES12679M)**

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

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### **International Marketing (GES12680M)**

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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### **Internal Marketing and Communication (GES12546M)**

- 1 - Internal Marketing
  - Internal Marketing Concept
  - Internal Marketing and Human Resources
  - Conceptual Model of Internal Marketing
  - Internal Marketing Tools
- 2 -Internal Communication
  - The relationship of Internal Communication with image, performance and organizational culture
  - The Internal Communication Strategy
  - Internal Media and Media
  - Internal Communication Plan



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

1. Job performance - description, characterization and definition of the concept
2. Performance and performance evaluation - performance evaluation systems and processes
3. Performance management - relationships between performance evaluation and people management processes in organizations
4. Performance determinants
5. Historical overview of the research on performance evaluation
6. Performance management and professional development
7. Structured actions of intentional development - Coaching, mentoring, Balint groups, supervision and training
8. Multidimensional development - competences development, motivational development, ethical development, self-knowledge development, psychological capital
9. Career development and professional development - the decent work context
10. Integrating performance evaluation, professional development and people management in organizations

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### **Knowledge management (GES12550M)**

1. Fundamentals of Knowledge Management
2. Introducing knowledge work: processes, purposes and contexts
3. The knowledge-based enterprise
4. Metrics and impacts of knowledge Management
5. Intelligent Organizations
6. Knowledge Networks / Social Networks

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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 (ECN12641M)**

1. Law, labour relations and Labour Law (object and content).
2. The labour contract: legal concept, essential elements and characteristics. Distinction between the labour contract and the service contract: difficulties and solutions. Labour contracts subject to special legislation: brief notions.
3. The formation of the labour contract; incidental elements of the labour contract (the condition and the term); the legal regime of the fixed-term labour contract.
4. The employer and the employee: rights and duties.
5. The termination of the individual labour contract: some problems.



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