

ERASMUS+

COURSE LIST

ACADEMIC YEAR 2021/2022

ENGLISH TRACK

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COURSE LIST

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FALL SEMESTER 2021/2022

FUNDAMENTALS OF MANAGEMENT

LGI1101

ECTS	6
Degree	Bachelor's Degree in Management, 1 st year
General Information	Click here

Description of the Course

This course aims to put students in contact with the main concepts of management, providing an integrated view of its processes and different functional areas. The perspective taken is that of the multidisciplinary vision of the company in the process of value creation, following the transmission of the theoretical foundations of management with practical exemplification and skills training.

Objectives and expected learning outcomes

1. Understand the fundamental concepts of management;
2. Develop and implement the management process;
3. Know the main functional areas of management and control systems.

Skills to be developed

- Know and understand the concepts, characteristics, and management processes:
- Understand the evolution of management theory;
- Execute the planning, organization, direction, and control of the management process:
- Identify the different levels of strategic management;
- Know the different functional areas of management such as operations management, marketing management, financial management and human resources management;
- Develop control systems.

Course Content

1. Introduction to fundamental management and company concepts
2. The evolution of management theory
3. The management process
4. Strategic management

5. Main functional areas of management

6. Management Control

FINANCIAL ACCOUNTING I

LGI1102

ECTS	6
Degree	Bachelor's Degree in Management, 1 st year
General Information	Click here

Description of the Course

This curriculum unit consists of 2 components: The 1st component addresses the framework of financial accounting, within the scope of economic and financial activity, concept and the like, the methodology of accounting centered on heritage, constituent elements and their representation. Analyzes the standardization and regulation of accounting, with an emphasis on international accounting standards; In the 2nd component, the study of accounting operations is carried out, centered on the study of accounts.

Objectives and expected learning outcomes

1. Explain the importance of accounting in the economic decision making;
2. Know financial demonstrations;
3. Register current economic operations.

Skills to be developed

- Identify the relationships established between economic units and interpret the economic-financial circuit;
- Classify patrimonial elements;
- Interpret the heritage value;
- Register and interpret the variations that occurred in the accounts and distinguish perfumatory variations from modifying ones;
- Understand the basics of International Accounting Standards;
- Move balance sheet accounts and income accounts;
- Prepare the Balance Sheet and Income Statement.

Course Content

1. Accounting as a business language
2. Accounting convergence and the international accounting regulatory
3. Presentation of financial demonstrations

4. Accounting policies, changes in error forecast
5. Fixed tangible assets
6. Investment properties
7. Intangible assets
8. Financial Investments

MICROECONOMICS

LGI1103

ECTS	6
Degree	Bachelor's Degree in Management, 1 st year
General Information	Click here

Description of the Course

Microeconomics is one of the major areas of knowledge economy, which is mainly the study of individual entities such as markets, businesses, and families. This curricular unit is addressed primarily related content to the concepts of scarcity, production, goods and services, factors of production, supply and demand, balance and organization of markets, behavior of consumers and businesses and the state's role in the markets.

Objectives and expected learning outcomes

1. Understand the fundamental concepts and problems of the economy, mainly related to scarcity, opportunity costs and economic efficiency;
2. Explain the operation of competitive markets, understand the adjustment between demand and supply and the market equilibrium and its efficiency;
3. Understand the main determinants that guide decisions and consumer choices
4. Understand the behavior of firms and the objectives that guide its activities, including the transformation of productive factors in goods / tradable services and maximize results;
5. Identify and discuss examples of specific markets;
6. Understand the relationship between the state and the market, especially in pricing, public goods supply, and control of externalities.

Skills to be developed

- Understand the everyday decisions of economic actors, their motivations and how they influence the market balance;
- Understand how to organize and run the markets and how consumers and companies constantly change their positions towards different stimuli;
- Determine the factors that influence the determination of prices, especially at the cost structure of companies and government intervention on the markets;
- Indicate the strategic behavior of the companies adjusted to the conditions of the markets in order to effectively achieve their objectives;

- Build and interpret graphical representations, research work, and analyze statistical data and understand the factors that influence the evolutionary process of markets.

Course Content

1. Introduction to Microeconomics

- 1.1. Basic concepts
- 1.2. The fundamental economic problems

2. Operation of competitive markets

- 2.1. Demand and Supply
- 2.2. Market balance
- 2.3. Supply and demand elasticity
- 2.4 Economic efficiency: the consumer and producer surplus

3. Consumer behavior theory

- 3.1. Budgetary constrain
- 3.2. Utility and preferences of the consumer
- 3.3. Consumer's choice
- 3.4. The Income effect and Substitution Effect

4. Firm theory

- 4.1 Technology and Production Function
- 4.2. Revenues and Production costs
- 4.3. The Market structures
- 4.4. Strategic behavior

5. The state and the well-being economy

- 5.1. Price control
- 5.2. Fiscal Policy
- 5.3. Limitations to the market power
- 5.4. Externalities and public goods

QUANTITATIVE METHODS FOR MANAGEMENT

LGI1104

ECTS	6
Degree	Bachelor's Degree in Management, 1 st year
General Information	Click here

Description of the Course

This course is focused on two of the major areas of knowledge in mathematics: Calculus and Algebra. The Calculus topic is constituted of a several variables functions analysis, differential, and integral calculus. The Algebra topic concentrates on the matrix calculus and its properties.

Objectives and expected learning outcomes

1. Identify and be able to solve problems of with the application of mathematical concepts;
2. To study mathematical models that involve the study of real functions of real variable;
3. Optimize mathematical applications solutions in real context and economically interpret their solution.

Skills to be developed

- The ability to make decisions and solve problems in a diversified and constantly changing reality;
- operations;
- The ability to develop self-directed learning by being able to identify, organize, process and analyze information;
- Numerical aptitude and use of calculation tools that allow data analysis, interpretation and extrapolation, with development of logical-mathematical reasoning;
- Develop the ability to program, analyze and formalize information to optimize problem solving.

Course Content

1. Real functions of various real variables
 - 1.1. Domain, country domain
 - 1.2. Partial derivation

1.3. Free optimization

1.4. Conditional optimization: substitution method, Lagrange multiplier method

1.5. Troubleshooting

2. Introduction to integral calculation

2.1. Immediate priorities

2.2. Definite integral

2.3. Applications

3. First order differential equations

3.1. Separate and separable variable equations

3.2. Linear and Bernoulli equation

3.3. Initial value problem: Models of exponential and logistical growth

4. Linear algebra

4.1. Matrices

4.1.1 General concepts

4.1.2 Matrix Operations: Properties

4.1.3 Inverse Matrix: definition, properties, and calculation

4.2. Determinants

4.2.1 Definition, properties, and calculation

4.3. Resolution of systems of linear equations

4.3.1 Gauss method

4.3.2 Cramer's Rule

MANAGEMENT INFORMATION SYSTEMS

LGI1105

ECTS	6
Degree	Bachelor's Degree in Management, 1 st year
General Information	Click here

Description of the Course

This course connects two distinct areas of knowledge: Informatics and Management. In this course, word processing tools such as Microsoft Word and spreadsheets such as Microsoft Excel, CMS (Content Management System), and SPSS in open-source format will be used.

Objectives and expected learning outcomes

1. Know advanced features of a word processor;
2. To deepen the knowledge of Word, exploring all their potentialities;
3. Knowing the basic features of a spread sheet;
4. Deepen Excel knowledge of students and make them explore its full potential;
5. Using different formulas and functions in Excel;
6. Undertake analysis and data management using the Excel;
7. Using management information systems.

Skills to be developed

- Handle Microsoft Word and other existing word processors;
- Know how to implement advanced Microsoft Word functionality;
- Handle Microsoft Excel and other spreadsheets existing;
- Knowing implement formulas and functions;
- Knowing how to recognize and apply analysis and data management, as well as automating tasks;
- Knowing how to use a management information system autonomously.

Course Content

1. Features of word processors
- 1.1. Open-Source Word processors

1.2. Microsoft Word

1.2.1. Envelopes

1.2.2. Breaks

1.2.3. Construction of index

1.2.4. Charts and graphs

1.2.5. Merge

1.2.6. Bookmarks and hyperlinks

1.2.7. Building bibliographies

2. Features of spreadsheets

2.1. Spreadsheets Open Source

2.2. Microsoft Excel

2.2.1. Formulas and functions

2.2.1.1. Mathematical functions

2.2.1.2. Statistical functions

2.2.1.3. Financial functions

2.2.1.4. Search and reference functions

2.2.1.5. Text and information functions

2.2.1.6. Database functions

2.2.2. Analysis and Data Management

2.2.2.1. Charts

2.2.2.2. Operations on tables

2.2.2.3. Data filters

2.2.2.4. Tables and dynamic graphics

2.2.2.5. Analysis chances

2.2.2.6. Analysis tools

2.2.3. Automating tasks

2.2.3.1. Command macros

2.2.3.2. User-defined functions

3. Information Systems applied to Management

3.1. Use of a Content Management System (CMS)

3.1.1. Open-source Software

3.1.2. Open-source CMS

3.2. Statistical software

COMMERCIAL MANAGEMENT

LGE2220

ECTS	6
Degree	Bachelor's Degree in Business Management, 2 nd year
General Information	Click here

Description of the Course

This course aims to provide students with the technical skills necessary to carry out important functions in Commercial Management, by providing the contact with the latest knowledge and research in the field supported by the most used practical tools.

Objectives and expected learning outcomes

1. Sensitize students to the basic concepts of commercial management taking into account the aspects related to the organization and functions of the commercial manager;
2. Understand the nature of commercial management in organizations, a domain of the principles governing the business management process, taking into account the evolution of scientific thinking in this field, namely the construction, structuring and management of a sales force;
3. The understanding of how a company's commercial management functions in its main functional areas, namely sales management and marketing;
4. Solving problems related to sales and supervision teams using the most appropriate tools, drawing up a business plan.

Skills to be developed

- Take part in the design, development, implementation and control of commercial plans and actions;
- Analyze the company's external environment and carry out prospecting studies;
- Manage and monitor sales teams;
- Manage relationship with clients;
- Apply methods and techniques of commercial management appropriate to the specificity of the companies.

Course Content

1. Introduction
 - 1.1. Product management

- 1.2. Commercial management in the context of marketing
- 1.3. The organizational context of sales force management
- 1.4. Sales concept and its importance for the company's business, different contexts of commercial management
- 1.5. The evolution of the role of personal selling
- 1.6. Personal selling and communication variables
- 1.7. The personal sale: Sales Techniques
- 1.8. The difference between B2C and B2B markets

2. Commercial Management and Marketing

- 2.1. Commercial management and sales in the context of Marketing: the product, the price, and the distribution
- 2.2. The sales force in the context of marketing communication: sales vs other communication techniques, the importance of communication and marketing in commercial activity
- 2.3. Profile and skills of sales technician and sales manager
- 2.4. Planning and management of the sales force
- 2.5. Definition of the objectives, size, and structure of the sales force.

3. Sales Management

- 3.1. Determination of the size of a sales team in B2B environment (calculation methods)
- 3.2. Recruitment and selection of vendors
- 3.3. Sales Training
- 3.4. Sales Force Motivation
- 3.5. Planning and management of the sales force
- 3.6. Evaluation of sales force performance
- 3.7. Remuneration of the sales force
- 3.8. Pay models

4. Promotional and Commercial Plan

- 4.1. Alternatives of organization models, options, advantages and disadvantages
- 4.2. Sales Promotion

- 4.3. Prospecting of customers
- 4.4. Customer relationship management: relationship marketing and CRM
- 4.5. Follow-up of the sales teams
- 4.6. Supervision, Control, Analysis and Evaluation
- 4.7. Information management and associated metrics (KPI's)
- 4.8. Business Plan
- 4.9. Communication

INVESTMENT ANALYSIS

LGE2330

ECTS	6
Degree	Bachelor's Degree in Business Management, 3 rd year
General Information	Click here

Description of the Course

In the current context of uncertainty and lack of funding, it is essential to provide students with knowledge of the criteria for investment decisions, firm value, and risk analysis.

Objectives and expected learning outcomes

1. Distinguish the different types of real investments;
2. Know and calculate the cash-flows of the investment project;
3. Know the different types of costs;
4. Calculate and analyze the investment decision criteria;
5. Know the specificities of each investment decision criteria;
6. Know the different sources of financing and impact in the investment decision;
7. Analyze and identify investment risk;
8. Develop the financial part of a business plan.

Skills to be developed

- Learning the criteria for investment decision;
- Analyze the conditions that must be met when making this investment decision, including those relating to profitability, risk, financing conditions and the strategic framework;
- Understand and be able to apply to the specifics of each project, a methodology of analysis, involving the different steps in the calculation of the cash-flows of an investment project and the application / use of analytical methods / most appropriate indicators;
- Learning to use the mechanisms that enable the adoption of strategies to mitigate the risk that characterizes the investment decision, while the decision to root clearly foreseeable;
- Evaluate the consequences of inflation in the investment decision;
- Prepare the financial part of a business plan.

Course Content

1. Definition of Project Investment

- 1.1 Motivation
- 1.2 Types of projects
- 1.3 Classification of investments
- 1.4 Decisions of acceptance / rejection investment

2. Cas-flows concept and measures

- 2.1 Cash-flow of exploration
- 2.2 Cash-flow of investment
- 2.3 Cash-Flow Global
- 2.4 The investment perspective and the entrepreneur's perspective
- 2.5 Cash-Flow Global and Free Cash-Flow
- 2.6 Incremental Cash-Flow
- 2.7 Constant Prices vs. Current prices

3. Cost of Capital

- 3.1 Weighted Average Cost (WACC)
- 3.2 Capital Asset Pricing Model
- 3.3 Financing Options
- 3.4 Financing Decisions

4. Evaluation criteria of Investment Decision

- 4.1 Concept of present value
- 4.2 Net Present Value (NPV)
 - 4.2.1 Influence of the discount rate in NPV
 - 4.2.2 Special cases of NPV
 - 4.2.3 Critical analysis of NPV
- 4.3 Profitability Index (RI)
- 4.4 Payback Period (PRI)
- 4.5 Internal Rate of Return (IRR)

4.6 Modified Internal Rate of Return (MIRR)

4.7 Analysis NPV versus IRR

4.8 Differential Method

4.9 Equivalent Annual Benefit (BEA)

4.10 Equivalent Annual Cost (CEA)

5. Effect of Financing Decisions

5.1 The Adjusted Value

5.2 The evaluation from the perspective of the own capitals

5.3. Practical cases

6. Risk

6.1 Definition of risk, profitability, and opportunity cost

6.2 Relationship between risk and profitability

6.3 Risk Analysis

6.3.1 Sensitivity Analysis

6.3.2 Critical Points

6.3.3 Scenario analysis

6.3.4 Probabilistic analysis

7. Business Plan

7.1 Main steps

7.2 Factors of success of a business

7.3 Case Studies

INTERNATIONAL MARKETING AND SERVICES

LGE2334

ECTS	4
Degree	Bachelor's Degree in Business Management, 3 rd year
General Information	Click here

Description of the Course

This course aims to enable the recognition of the challenges that companies face when exploring their competences beyond borders. The main objective is to provide students with an integrative view of Global Marketing, giving special attention to the main strategic decisions of internationalizations, choice of markets, modes of entry into new markets, considering different business and sectoral contexts.

Objectives and expected learning outcomes

1. To identify the factors that drive and constrain the process of globalization;
2. Recognize the stages of the company development at an international level;
3. Understand the importance of the international marketing environment (Cultural, Social, Financial, Political and Legal) in the internationalization of companies;
4. Describe the differences between theoretical perspectives about business internationalization;
5. Describe the advantages and disadvantages of different modes of entry into international markets;
6. Recognize the importance of the market analysis and global segmentation through marketing research.

Skills to be developed

- Identify different perspectives of International Marketing;
- Understand the importance of the International Marketing Environment;
- Describe different methods of accessing international markets;
- Recognize the importance of Global Segmentation and Positioning via Marketing Research;
- Describe the option of the international Marketing-Mix and the strategies of standardization and adaptation;
- To design international marketing programs.

Course Content

1. Introduction to International Marketing and Services

1.1 Definition of International Marketing

1.2 Relevance of International Marketing for companies

1.3 International Marketing orientations

2. Globalization of the markets

2.1 Convergence and divergence of consumer needs

2.2 Main motives for the internationalization of companies

2.3 Risks associated with the internationalization process

2.4 Companies Born Global

3. International Marketing Environment

3.1 Cultural and Social Environment

3.2 Economic and Financial Environment

3.3 Political and Legal Environment

3.4 Development of new services

4. Analysis of International Marketing Opportunities

4.1 Introduction to global marketing research

4.2 Formulation of the research problem

4.3 Secondary data collection

4.4 Primary data collection

4.5 Global search and the internet

4.6 Market size assessment

5. Internationalization theories

5.1 The Uppsala model

5.2 The dynamic capabilities model

5.3 The Network model

5.4 The Born Global Model

6. Global Segmentation and Positioning

6.1 Reasons for international segmentation.

6.2 Approaches to the segmentation of the international market

6.3 Criteria for international segmentation

6.4 Strategies for international positioning

6.5 Strategies of positioning considering the consumption culture

7. Strategies for entry in new markets

7.1 Selection of entry modes

7.2 Fundamental entry modes

7.3 Way out strategies

8. Strategy of International Marketing-mix

8.1 Standardization versus Adaptation

8.2 Strategy of the International Marketing-Mix (product and brand policy, pricing policy, distribution policy and plan of communication)

9. Perspective of Global Product: marketing of products and services

9.1 Strategies of global branding

9.2 The effect of the country of origin

9.3 Challenges and opportunities for the global services market

EXPRESSION AND COMMUNICATION TECHNIQUES II

LRE2216

ECTS	4
Degree	Bachelor's Degree in Business Relations, 2 nd year
General Information	Click here

Description of the Course

The course of Expression and Communication Techniques II aims at integrating the essential language concepts with the diverse styles within the context of corporate communication. This course will focus on the relationship between language expressiveness in articulation with the evocative power of images, leading to the elaboration of corporate communication campaigns. Another goal is to identify and analyze the fluxes of internal and external corporate communication, in connection with the increasing impact of new technologies.

Objectives and expected learning outcomes

1. Promote contact with new communication paradigms;
2. Develop the verbal / non-verbal expression levels;
3. Think about the expressive possibilities that result from the combination between image and text;
4. Identify the fluxes of internal corporate communication;
5. Provide the adequate working tools (theoretical and operational) to elaborate communication campaigns.

Skills to be developed

- Develop students' written and oral skills;
- Master the correct use of investigation techniques, work the data collection methodologies as well as the information treatment process, in order to assure the transfer of the theoretical knowledge to the real companies' environment;
- Understand the corporate communicational patterns, as well as their respective models and protocols.

Course Content

1. Expression and Communication - concepts
- 1.1 New Communication Paradigms

1.2 Written expression and its relationship with images

1.3 The conception of communication projects

1.3.1. The campaigns

1.3.2. The messages

1.3.3. The Media

1.3.4. Portugal's communication campaign

2. Corporate expression and communication

2.1 Corporate communication

2.1.1. Structure definition

2.1.2. Content identification

2.2. Internal Communication

2.2.1. Corporate internal communication

2.2.2. Corporate communication styles

2.2.3. The internal Communication Plan

2.2.4. Internal communication: tools and solutions

2.2.5. Levels of internal communication

2.2.6. Internal communication channels

2.2.7. Internal communication functions

2.2.8. Organizational culture: structure and barriers

2.3. External Communication

2.3.1. The terminology of the communication area

2.3.2. Corporate image policy

2.3.3. The opinion leaders

2.3.4. Communication campaigns

2.3.5. Communication and the new technologies

ORGANIZATIONAL BEHAVIOR AND ETHICS

LRE2217

ECTS	4
Degree	Bachelor's Degree in Business Relations, 2 nd year
General Information	Click here

Description of the Course

This course aims to study organizational behavior and prepare students for their integration into the labor market. From a theoretical framework where the context of organizations is explored, students will be invited to study different key themes associated to practical activities and dynamics, with the objective of integrating knowledge through experience.

Objectives and expected learning outcomes

1. Study organizations and organizational behavior;
2. Knowing dispositions and situations in an organizational context;
3. Develop personal skills in an organizational context based on experiential dynamics.

Skills to be developed

- Adopt attitudes appropriate to different situations;
- Identify the different dispositions and situations in an organizational context;
- Develop communication resources;
- Develop leadership and negotiation skills;
- Stimulate critical thinking, adaptability and resilience;
- Develop skills in terms of positivity, time management and motivation.

Course Content

1. Introduction to organizational behavior
2. Organizations and organizational context
3. Organizational behavior: dispositions and situations
4. Emotions, motivation, and job satisfaction
5. Leadership, groups, and communication
6. Negotiation and decision-making

7. Productivity, Innovation

HUMAN RESOURCES MANAGEMENT

LRE2331

ECTS	4
Degree	Bachelor's Degree in Business Relations, 3 rd year
General Information	Click here

Description of the Course

This course aims to provide students with a set of skills which allow them to act according to the best people management practices in any given organizational context. Thus, it is characterized the relationships between the management role of human capital and other management roles, developing the concept of psychological contract in organizations, as a characterizing and energizing element of relationships and quality of life at work. Special emphasis is given to human resources management role in business contexts.

Objectives and expected learning outcomes

1. Understand the scope of HRM from a business-oriented strategic and operational perspective and its interactions with other management roles;
2. Understand the development of the performance-oriented psychological contract and its direct relationship to the nature of different human resource management practices;
3. Provide knowledge about the modus operandi of the HRM role;
4. Raise awareness on the importance of promoting good management practices aimed at enhancing people's involvement and adherence to change processes;
5. Provide knowledge and application of different people management techniques in organizations.

Skills to be developed

- To understand the organizational change drivers, and the purpose and evolution of the human resource management in the organization;
- To understand the determination of alignment between the definition, the development of human resources management policies and practices and the organization strategy and its contribution to the business development;
- To understand the impact of economic, technological, demographic and institutional challenges on the human resources competences development;
- To evaluate innovative models of human resources planning and management;
- To characterize the human resources policy, its objectives and scope, identifying the elements that compose it, such as: recruitment and selection; reception and

integration; training and skills development; performance management and evaluation; job analysis and description; potential and career management, and compensation management;

- To identify and characterize the main dimensions of the following human resources management subsystems: recruitment and selection; reception and integration; training and skills development; performance management and evaluation; job analysis and description; potential and career management, and compensation management;
- To understand and interpret the psychological contracts of employees in organizations;
- To diagnose and intervene at the human resources management level in the context of small and medium enterprises;
- To develop initiative, creativity, determination, self-learning, critical analysis and synthesis skills, openness to change and awareness of the quality and ethical implications of professional practice.

Course Content

1. The fundamental role of HRM and the evolution of people management philosophies
2. The positioning of the HRM according to the company's strategy and the change processes and organizations development
3. HRM change throughout the company's life cycle
4. Framework and evolution of the HRM: from personnel management to human capital management
5. The development of psychological contract oriented to high performance performances.
6. Human resource management methods and techniques:
 - 6.1. Job analysis, description, and qualification
 - 6.2. Recruitment, selection, reception, and integration
 - 6.3. Training management and skills development
 - 6.4. Management and performance evaluation
 - 6.5. Potential management and career development
 - 6.6. Remuneration management: fixed, variable and benefits
7. Human resources management in small and medium enterprises and their contribution to the management of organizational dysfunctions

PRINCIPLES OF HOSPITALITY MANAGEMENT

LGH2103

ECTS	6
Degree	Bachelor's Degree in Hospitality Management, 1 st year
General Information	Click here

Description of the Course

This course integrates a multiplicity of fundamental aspects, privileging the analysis, reflection and discussion of tourism, its evolution, organization, operation, supply and demand and trends. It furthermore integrates a global vision of hotel management from the hotel unit to the hotel chains, as well as the basic concepts of Hotel Management, preparing students for a global understanding of the theme and preparing for specialization by areas developed in the course.

Objectives and expected learning outcomes

1. Acknowledge, discuss, and understand the fundamental concepts of tourism;
2. Identify the evolution of tourism in the tourism environment;
3. Identify the different classifications of tourism;
4. Recognize the systemic perspective of tourism;
5. Identify the attributions and competences of national and international organizations in the tourism sector;
6. Identify and characterize the different components of tourism demand and supply;
7. Know the history of the hotel industry: past and present, evolution and trends;
8. Understand the relevance of hotels and restaurants as a business and in the field of tourism;
9. Understand the specifics of hotel operations;
10. Identify the different concepts of tourist accommodation and catering and the main functions in a hotel or restaurant;
11. Distinguish the forms of exploitation of tourist accommodation: independent hotels and chain hotels;
12. Distinguish the forms of exploitation of the catering units and services provided;
13. Calculate basic results of accommodation and food and beverage management.

Skills to be developed

- Acquire theoretical knowledge that allows to master fundamental concepts and themes of the business area;
- Stimulate the capacity for observation, analysis, and critical sense in the application of technical concepts in the tourism field, as well as situations and contexts of the activity.
- Sensitize students to the importance of tourism, tourism experience / experience and the responsibility of tourism and hospitality professionals in these fields;
- Foster personal and behavioral skills in terms of creativity, teamwork, responsibility, motivation, and autonomy for success;
- Develop a taste for research in tourism and hotel management.

Course Content

1. Tourism

1.1. Leisure, Recreation and Tourism

1.2. Tourism concepts, criteria, and typologies

1.3. Classifications of the tourist subject and Tourism

2. Evolution of tourism

2.1. Historical evolution of tourism in the World

2.2. Evolution of tourism in Portugal

3. Institutional organization of tourism

3.1. National and international bodies: duties and powers

4. Tourist system

4.1. Tourism as a system

4.2. Tourist demand

4.2.1. Demand concept and formation

4.2.2. Motivations and behaviors

4.2.3. Tourist consumption

4.2.4. Structural and cyclical determinants of tourism demand

4.2.5. Tourist demand measures and indices

4.2.6. Concept of Hospitality and its scope

5. Hotel management

5.1. Terminologies and specific characteristics of hotel operations.

6. Concepts of Hotel Establishments and Accommodation Units

6.1. Types and classifications of tourism enterprises

6.2. Functional structure: legal framework

6.3. Physical and functional organization

6.4. Hotel departments

6.5. Problems and trends in accommodation

6.6. Hotel chains: national and international.

6.7. Basic Concepts of Accommodation Management

7. Concepts of Catering Units

7.1. Typologies and classifications of Catering Units

7.2. Functional structure: legal framework

7.3. Physical and functional organization

7.4. Problems and trends in restoration

7.5. Basic concepts of Food and Beverage Management

7.6. Letters and Menus

7.7. Restaurant Service

RECREATION AND EVENT MANAGEMENT

LGH2332

ECTS	6
Degree	Bachelor's Degree in Hospitality Management, 3 rd year
General Information	Click here

Description of the Course

This course aims to provide students with knowledge and technical skills that contribute to the practice of professional activities related to animation and event management.

Objectives and expected learning outcomes

1. Acquire knowledge in the area of tourist animation and its framework in the field of leisure and tourism;
2. Recognize the potential of tourist animation for the valorization of tourist destinations and products and events;
3. Stimulate the creative potential of the students in practical contexts of animation;
4. Identify, analyze and evaluate the event market;
5. Understand the importance of strategic marketing and event planning;
6. Master the various phases of event organization.

Skills to be developed

- Apply in an integrated and practical way concepts and techniques of Event Management;
- Propose valid inputs in the processes of Management of Event Companies at strategic, tactical and operational level;
- Recognize, interpret and solve basic problems of planning, organization, direction and control;
- Recognize and identify the tools and work processes in Event Production and Organization;
- Understand the importance and economic impact of the Meetings Industry product;
- Learn how to work in a team.

Course Content

1. Events and Tourism

1.1 Historical link

1.2 Interactivity and Correlation

2. Animation

2.1. Concept

2.2. Tourist animation

2.2.1. Functions of the animation

2.2.2. Objectives of the animation

2.2.3. Advantages of using animation

2.2.4. Legal framework (references)

2.2.5. Activities, services, and facilities of animation

2.2.6. Tourist entertainer

3. Meetings Industry

3.1 Trends

3.2 Statistics and Associated Organizations

3.3 Economic impact on destinations

3.4 Case Study

4. Type and Classification of Events

4.1 Cultural Events

4.2 Sports Events

4.3 Other types of events

5. Internal and external stakeholders

5.1 Suppliers

5.2 Customers

5.3 Employees

5.4 Competitors

5.5 Others

6. Event Plans

6.1 Implementation Process

6.2 Planning

6.3 Protocol

6.4 Other concepts

7. Management and Organization

7.1 The choice of Destination and Location

7.2 Operational Plans

7.3 Administrative and Financial Aspects to be considered

7.4 Management of Spaces

7.5 Sponsorships

8. Event Marketing

9. From Briefing to Event Production

REVENUE MANAGEMENT IN HOSPITALITY

LGH2333

ECTS	4
Degree	Bachelor's Degree in Hospitality Management, 3 rd year
General Information	Click here

Description of the Course

This course aims to develop skills in critical and reflective analysis of destinations, markets, and distribution channels, to enhance profit of the operating results of a hotel.

Objectives and expected learning outcomes

1. Know and understand the concepts and principles of the application of Revenue Management to Hotel management;
2. Identify and apply the Key Performance Indicators that are directly related to best results in the management of a hotel;
3. Analyze and criticize pricing strategies of hotel units according to distribution channels;
4. Know the methodology for implementing a basic Revenue Management system in a hotel.

Skills to be developed

- Identify occupancy patterns in destinations and hotels, from an analytical and critical perspective;
- Apply revenue management techniques and strategies in hotel management;
- Expose the systematization of information and prepare a forecast of results based on the application of revenue management techniques;
- Maximize the profitability of a hotel, through revenue management techniques;
- Understand the application of the concept to different departments of a hotel;

Course Content

1. Introduction to the concept of Yield and Revenue Management in the hotel industry
2. Customer segmentation vs. Product segmentation
3. Basic concepts and fundamentals - principles and methodology for applying a basic Revenue Management system
4. Occupancy patterns of a hotel by destination

5. Technical sheet - Calculation of contribution margins
6. KPIs - Key Performance Indicators in hotel management
7. Pricing analysis and consumer decision
8. Demand engineering and ways of influencing demand
9. Demand forecasts - Forecasting
10. Price strategies and distribution channels in Hotel Management
11. Distribution strategies
12. Relationship between price and distribution
13. Introduction to the concept of rate management
14. Tariff and overbooking management practices
15. Market Share
16. Analysis and interpretation of a hotel results
17. CESIM - Hotel Management simulation

E-TOURISM MANAGEMENT

LGH2337

ECTS	4
Degree	Bachelor's Degree in Hospitality Management, 3 rd year
General Information	Click here

Description of the Course

This course aims to present and make students aware of the importance of tourism information and communication technologies, with special focus on e-tourism, Smart Tourism, and the growing digitization in several areas the tourism industry.

Objectives and expected learning outcomes

1. Know, discuss, and understand basic concepts related to e-tourism;
2. Identify e-tourism opportunities and threats;
3. Describe e-commerce, e-business, and e-tourism;
4. Recognize the presence of e-tourism in the different sectors of the tourism industry;
5. Know the online travel market trends;
6. Recognize the importance and development of Smart Tourism and the growing digitization of tourist services;
7. Recognize the relevance of the digitization and sustainability of the sector in the post-pandemic period and the importance of the SDGs;
8. Analyze and discuss case studies.

Skills to be developed

- Acquire theoretical knowledge that allows the mastery of fundamental concepts and themes of the activity;
- Encourage observation, analysis, and criticality in the application of technical concepts of tourism, as well as situations and contexts of the activity in the context of the E-tourism;
- Make students aware of the importance of tourism activity, tourism experience and responsibility of tourism professionals in these areas, also regarding the E-tourism;
- Fostering personal and behavioral skills in terms of creativity, teamwork, leadership, responsibility, motivation, and autonomy for success;
- Develop a taste for tourism research.

Course Content

1. Tourism and ICT

1.1. The use of ICT in tourism

1.2. Current applications, technologies, and practices in e-tourism

1.3. Opportunities and Threats

2. Concepts on E-tourism

2.1. E-commerce

2.2. E-business

2.3. E-tourism: supply and demand

3. E-tourism and tourism industry sectors

3.1. Airlines

3.2. Accommodation

3.3. Tourism intermediation (tour operators, travel agencies, entertainment companies)

3.4. Rent-a-car

3.5 Events

3.5 Touristic Destinations

4. E-tourism and travel and consumer market

4.1. Online Travel Market

4.2 Social networks

4.3. Future Trends

4.4 Case studies

5. Smart Tourism

5.1. Smart travels

5.2. Smart tourist destinations

5.3 Smart cities

5.4 Case studies

6. Digitization of tourism

6.1 Digital systems applied to tourism

6.2 Digital communication in tourist destinations

6.3 Innovations in the travel market

6.4 Digital nomadism

6.5 Sustainability in the digitization of tourism

6.5.1 Tourism 4.0

STRATEGIC MANAGEMENT

MGE2101

ECTS	6
Degree	Master's in Business Management, 1 st year
General Information	Click here

Description of the Course

This course aims to develop students' strategic skills by presenting and discussing a set of key concepts, models and strategies analysis techniques that will allow them to integrate the knowledge of the various functional areas of the company and help them become managers who are able to make better strategic decisions in an hypercompetitive, digitized and turbulent business context.

Objectives and expected learning outcomes

1. Provide key concepts, models and tools for an effective strategic analysis of the external and internal contexts of organizations;
2. Identify and describe the nature of the different strategies to be considered in the strategic formulation / training process;
3. Explain how to implement strategies;
4. To demonstrate the importance of aligning the strategy with the structure, culture, and leadership, as well as strategic control systems.

Skills to be developed

- Understand the nature of the strategy and its importance for the success of organizations;
- Distinguish between strategic decisions, strategy and strategic management;
- Understand the different levels of planning and how strategies should evolve over time;
- Understand the impact of the external and internal environment on strategy, what are strategic groups and how companies compete;
- Understand the importance of value chain analysis and define the business of a company;
- Formulate objectives and outline management strategies in a context of globalization 4.0;
- Know how to draw up a strategic plan and build a Balanced Scorecard;
- Understand the importance and difficulties of strategic implementation.

Course Content

1. Strategy Analysis

- 1.1. Nature of strategy and its importance
- 1.2. The strategic management processes
- 1.3. External analysis: Industry structure, competitive forces, and strategic groups
- 1.4. Internal Analysis: Resources, capabilities, and activities
- 1.5. Competitive advantage and business performance

2. Strategy formulation

- 2.1. Business Strategies: Differentiation, Cost Leadership, and Integration
- 2.2. Business Strategy: Innovation and Strategic Entrepreneurship
- 2.3. Corporate Strategy: Vertical Integration and Diversification
- 2.4. Corporate Strategies: Acquisitions, Alliances and Networks
- 2.5. Global Strategy: Competing around the world
- 2.6. Regional Strategies: European Union, Japan, North America, China, and Emerging Economies
- 2.7. Strategies in the Context of Recession

3. Strategy Implementation

- 3.1. Organizational Design: Structure, Culture and Strategic Leadership
- 3.2. Systems and processes of strategic control
- 3.3. Balanced Scorecard

MONETARY AND DIGITAL ECONOMY

MGE2103

ECTS	6
Degree	Master's Degree in Business Management, 1 st year
General Information	Click here

Description of the Course

After a general presentation of the financial system and the concept of currency, this course focus on the money market and foreign exchange market. Then it will be analyzed and characterized the consequences of monetary policy. It will also be studied the occurrence of financial crises and currency unions, where we can address the issues of greatest current importance are the recent global financial crisis and the difficulties, they have encountered the Eurozone.

Objectives and expected learning outcomes

1. To equip students with knowledge of the fundamental aspects and functioning of financial markets, specifically the money market and the foreign exchange market;
2. Describe the role of money in the economy as well as its evolution in the digital format;
3. Characterize the money market;
4. Analyze and describe the possible consequences of monetary policy;
5. Perceive the functioning of the foreign exchange market;
6. Understand the financial crises and the performance of the current economy.

Skills to be developed

- To assimilate the terminology and technical language used in macroeconomic markets, with special emphasis on international financial markets;
- Interpret studies, reports and news directly related to the dynamics of macroeconomic markets;
- Interpret the evolution of international financial markets and assess their impact on the company;
- Have a panoramic view of the dynamics of financial markets and realize how to capitalize on this momentum for the benefit of the company;
- Be able to interpret, understand and discuss the past developments, present and future of the international monetary system.

Course Content

1. Introduction to monetary economics

1.1 Main objectives and role in the economy

1.2 Review of main macroeconomic concepts

2. Overview of the financial system

2.1 Financial system overview

2.2 Financing of the economy and the role of banks

2.3 Markets and financial instruments

2.4 Financial intermediaries: functions and types

2.5 The monetary and financial institutions

2.6 Financial system in the Euro Area

2.7 Regulation of the Financial System and new trends

3. Currency

3.1 Concept

3.2 Functions

3.3 Payment Systems

3.4 Currency Measurements

4. Money market

4.1 Currency Demand

4.1.1 Quantitative Currency theory

4.1.2 Theory Keynesian and Neo-Keynesian theories

4.1.3 Friedman and New Quantity Theory

4.1.4 comparative view between the quantitative approach and the Keynesian approach

4.2 Currency offer and central banks

4.2.1 Determinants of the money supply

4.2.2 Money Multiplier

4.2.3 Functions and overview of Central Banks

4.2.4 Overview of the European System of Central Banks

4.2.5 Monetary aggregates

5. Monetary Policy

5.1 Definition and overview of monetary policy

5.2 Instruments of monetary policy

5.3 Mechanisms of transmission of monetary policy

5.4 Single Monetary Policy

6. Foreign exchange market

6.1 Definition and overview of the foreign exchange markets

6.2 Exchange Rates

6.3 Determination of exchange rates in the long run

6.4 Determination of exchange rates in the short term

6.5 Real exchange rates and effective exchange rates

7. Financial crises

7.1 Brief evolution of financial crises

7.2 Types of financial crises

7.3 The financial crisis of 2007-2009

7.4 European Sovereign Debt Crisis

7.5 COVID-19: from health to economic crisis

7.6 Lessons and solutions taken from the crisis

7.6 The actual challenges of the economy

MARKETING MANAGEMENT

MDCM2101

ECTS	6
Degree	Master's Degree in Commercial Direction and Marketing, 1 st year
General Information	Click here

Description of the Course

This course aims at providing the students with the most recent marketing trends, mainly focused on strategic marketing planning and the corporate realities designed by cooperative marketing and co creation marketing. All these inputs will lead to the elaboration of a Marketing Plan sustained by the program contents and the bibliographical support.

Objectives and expected learning outcomes

1. Provide a perspective about the fundamental trends of contemporary marketing;
2. Describe the operational advantages of content marketing;
3. Be familiar with the concept of Marketing Communications;
4. Identify the moments that build strategic marketing planning;
5. Develop teamwork and group dynamics through the elaboration of a Marketing Plan.

Skills to be developed

- Identify society and corporate changes that interfere with marketing trends;
- Recognize the importance of content marketing approaches;
- Characterize the main elements of marketing communications;
- Define a strategic marketing planning;
- Master the theoretical and practical tools that allow the making of a Marketing Plan.

Course Content

1. Fundamental Trends in Marketing
 - 1.1 The new consumer's power
 - 1.2 Marketing paradoxes
 - 1.3 Digital subcultures

2. The Marketing Plan

2.1 Structure

2.2 Diagnosis

2.3 Strategy

2.4 Action

2.5 Evaluation

3. Content Marketing

3.1 Storytelling

3.2 Planning

3.3 Disclosure

4. Marketing Communications

4.1 Strategies

4.2 Tools

4.3 Implementation

BRAND MANAGEMENT

MDCM2103

ECTS	6
Degree	Master's Degree in Commercial Direction and Marketing, 1 st year
General Information	Click here

Description of the Course

This course aims to contribute to learning the nature of the brand and how to create, build, leverage, and rejuvenate a brand, in the context of globalization and green and digital transformations. In practice, all companies have a brand, an identity, a name, a reputation, which distinguishes them from the competition.

Objectives and expected learning outcomes

1. Explain the complex and dynamic nature of the brand and identify its components in the age of Marketing 5.0;
2. Show how an integrated and systematic brand management process is implemented, which contributes to enhancing customer loyalty, competitive advantage and the organization's profitability;
3. Provide a basis for managing a brand over time and in the context of globalization;
4. Explain how to manage a brand in specific contexts.

Skills to be developed

- Recognize some of the contemporary and future issues faced by entrepreneurs and brand managers, and identify effective ways to overcome them;
- Analyze the characteristics of the brand management process and the brand's strategic plan;
- Conduct a strategic and brand value analysis;
- Generate ideas about brand strategies for simulated brand scenarios and in different contexts;
- Develop a brand platform using key brand management concepts.

Course Content

1. Introduction to the brand

1.1 Multidimensional nature and meaning of the brand in the age of Marketing 5.0

1.2 Roles and benefits of the brand

1.3 Brand Requirements

2. Nature and modeling of brand management

2.1 Nature of brand management

2.2 Brand management models

2.3 Fundamental concepts of brand management

2.4 Model of the brand management system by processes

3. Management of the brand over time: extension, reinforcement, rejuvenation, and revitalization of the brand

4. Brand management in the context of internationalization

5. Brand management in special contexts

5.1 Brand management in SMEs

5.2 Management of industrial and B2B brands

5.3 Service Brand Management

5.4 Management of personal brands

5.5 Country, region, and city brand management

MARKET RESEARCH

MDCM2104

ECTS	4
Degree	Master's Degree in Commercial Direction and Marketing, 1 st year
General Information	Click here

Description of the Course

This course aims to provide a knowledge of the practice of market research, which is a tool to aid decision making in any system. In addition to the role of understanding customers and potential customers, market studies are also important in understanding the behavior and intentions of competitors.

Objectives and expected learning outcomes

1. Sensitize students to the purpose of market research and the different types of studies (traditional and innovative);
2. Identify the different methodologies (quantitative and qualitative) to be adopted according to the research objectives;
3. Draw up a market research plan, either quantitative, including the questionnaire survey, or qualitative using the tracing process (observation in a physical space) when describing the steps for preparing, conducting and Market Research.

Skills to be developed

- Assimilate the terminology and technical language used in market research;
- Understanding market research implies knowledge in multidisciplinary areas such as psychology, sociology, statistics, economics and management, among others;
- Realize that the use of market research only reduces the risk associated with implementing the decision-making process in management and marketing;
- Determine the nature and precise objectives of a research plan, identifying the methods and techniques;
- Know the new trends using the neurosciences applied to consumption and business.

Course Content

1. Description of market research in systems

1.1. The objectives and the different types of studies

1.2. Brief Considerations on Consumer Behavior: Intervening Factors and Purchase Pipelines

1.3. New trends in the field of market research: Neurosciences applied to Consumption / NeuroMarketing:

1.3.1. Purposes and Tools (Invasive and non-invasive)

1.3.2. NeuroBusiness: Emotions; Creativity, Innovation and Trends

1.4. Market Research Design

1.4.1. Information Sources: Secondary Information and Primary Information

1.4.2. Ethical standards

2. Quantitative research methodology

2.1. The main types of quantitative studies: Habits and attitudes surveys; Repetitive surveys: barometers and panels

2.1.1. Fundamental rules on the construction of the questionnaire survey and biases

2.2. Methods of data collection (advantages and disadvantages)

2.3. Pretest

3. The main types of qualitative studies

3.1. Tracing Process

3.2. Individual interviews: functions; Fundamental principles: diversification and saturation

3.3. Types and modalities of samples

3.4. Focus Group: contributions and description

3.5. Techniques of creativity

DIGITAL MARKETING

MDCM2106

ECTS	4
Degree	Master's Degree in Commercial Direction and Marketing, 1 st year
General Information	Click here

Description of the Course

The main objective of this course is to increase students' level of knowledge in Digital Marketing, allowing them to broaden their understanding of its functioning and importance in the context of digital transformation. More than operationalizing marketing actions on digital channels, students will develop strategic and analytical skills.

Objectives and expected learning outcomes

1. Identify the challenges, advantages and risks associated with a new context in which a digital strategy is critical in business;
2. Frame the concepts, techniques, and marketing strategies in the digital environment, using best practices;
3. Implementation of marketing actions, using tools, services and other technological instruments in the digital context;
4. Develop skills to execute the different stages of a digital marketing plan.

Skills to be developed

- Know how to formulate a Digital Marketing strategy and recognize the importance of its use;
- Understand how to implement a Digital Marketing strategy and monitor its implementation, using some specific applications.

Course Content

1. Introduction to Digital Marketing
 - 1.1 Traditional marketing and digital marketing
 - 1.2 Advantages and Disadvantages of the digital marketing
 - 1.3 Omnichannel Customer

2. Inbound Marketing

2.1 Concept and strategy

2.2 Content Marketing and SEO

2.3 Buying Journey

2.4 Sales Funnel VS Marketing Funnel

3. Copywriting and Storytelling

3.1 Copywriting and Storytelling Strategy

3.2 Strategic writing techniques

4. Social media

4.1 Strategies and tools for social media

5. Display and Search Advertising

5.1. Display Advertising

5.2. Search Engines

5.3. AdWords

6. Digital Marketing Plan

6.1 Designing and Managing the Digital Strategy

6.2 Selection of digital channels

6.3 Integration, monitoring and optimization of channels

7. Digital Channels - Email and Mobile Marketing

7.1 Email marketing

7.2 Mobile Marketing

8. E-commerce

9. CRM

10. Marketing Trends in Digital Channels

SPRING SEMESTER 2021/2022

MACROECONOMICS

LGI2101

ECTS	6
Degree	Bachelor's Degree in Management, 1 st year
General Information	Click here

Description of the Course

This course aims to provide students with basic knowledge for understanding the aggregate movement of the economies of contemporary markets and tackling macroeconomic problems. It also allows to have a macroeconomic view of global economic activity.

Objectives and expected learning outcomes

1. Describe the macroeconomics as a science and analyze its object;
2. Identify the key macroeconomic variables and the main problems and macroeconomic issues, including unemployment, the economic cycle and inflation;
3. Measure and describe the overall operation, by calculating the main macroeconomic aggregates;
4. Analyze the basic macroeconomic models, both in a situation of closed and open economy, particularly in terms of the balance between the real market and the monetary market, and understand how economic policies are oriented to achieve that equilibrium;
5. Recognize the economic cycles and the determinants of the economic growth.

Skills to be developed

- To assimilate the terminology and technical language used in macroeconomics;
- Interpret studies, reports and news of today's macroeconomic however;
- Adopt a panoramic view of the global economic dynamics and realize how economies are interconnected;
- Know when and how to use the instruments of macroeconomic policy at the disposal of economists in order to obtain certain results expected;
- Be able to interpret the global macroeconomic developments, identifying causes and consequences of measures taken at national or global level.

Course Content

1. Introduction

- 1.1 Concepts and macroeconomic objectives
- 1.2 Major macroeconomic issues
- 1.3 The evolution of economic thought

- 2. Measurement of economic activity
 - 2.1 The National Accounting: aggregates and fundamental identities
 - 2.2 Inflation
 - 2.3 Unemployment
 - 2.4 Balance of Payments

- 3. Macroeconomic analysis of short-term in a closed economy
 - 3.1 The Market for goods and services and the IS curve
 - 3.2 The monetary market and the LM curve
 - 3.3 Aggregate demand and equilibrium IS-LM
 - 3.4 Fundamentals of aggregate demand and supply

- 4. Macroeconomic analysis of short-term in open economy
 - 4.1 The exchange market
 - 4.2 The IS-LM model in an open economy

- 5. Macroeconomics in the middle and long term
 - 5.1 Inflation and unemployment: the Phillips curve
 - 5.2 Economic growth
 - 5.3. Economic Cycles

BUSINESS LAW I

LGI2102

ECTS	6
Degree	Bachelor's Degree in Management, 1 st year
General Information	Click here

Description of the Course

This course has as its object the introduction to the science of Law. In this sense, it is given special focus and development to the concepts of sources of law, legal rules and their interpretation and application. The various branches of law are also described, particularly business law.

Objectives and expected learning outcomes

1. Consolidation of a language proper to legal science;
2. Apprehension of the basic concepts linked to the mercantile legal world that allows the autonomous study of the legal subjects more linked to the enterprise management;
3. Knowledge of the different types of commercial companies, especially the private limited companies and the public limited companies, and their ways of creation and functioning.

Skills to be developed

- To sensitize students to essential and basic notions of business law, business law and in particular company law;
- Understand the relevance of national, European and world legislation in the business world and the interconnection between them;
- Understand how the judicial system works;
- Know the various contractual relations, their specificities, and the various legal instruments in the corporate context. 5;
- Understand the consequences of the corporate conduct at the level of the liability of the legal person and the legal representatives;
- Frame business conducts in the concepts of property, security and guarantees and data protection;
- Know and identify the regimes of international taxation and taxation in the European Union;
- Understand the models of international financing.

Course Content

1. Introduction to law and legal reasoning
2. Companies as the main business vehicle
 - 2.1 The identity of the commercial company
 - 2.2 The incorporation of a commercial company
 - 2.3 Personality and legal capacity
 - 2.4 Shareholding
 - 2.5 Company financing
 - 2.6 Corporate governance
 - 2.7 Corporate resolutions
 - 2.8 Related companies
3. Introduction to taxation
 - 3.1 Concept of tax and related figures
 - 3.2 Classification and moments of the tax liability
 - 3.3 Taxable persons and taxpayers
 - 3.4 International principles of tax law
 - 3.5 The taxation in the European Union: assets, income, and consumption
 - 3.6 International double taxation
 - 3.7 The OECD convention taxes on income (overview) and on assets (development)
 - 3.8 Taxes and tax competition
 - 3.9 Financing at international level

MARKETING

LGI2103

ECTS	6
Degree	Bachelor's Degree in Management, 1 st year
General Information	Click here

Description of the Course

One of the main goals of marketing is to create value for customers, build relationships and capture value for organizations. This course aims to contribute to the knowledge and understanding of the fundamental concepts associated with marketing, considering its strategic and operational components, considering the dynamic of the global context. Several concrete situations and case studies will be presented and discussed in the class which students should critically analyze, present, and discuss, both individually and collectively.

Objectives and expected learning outcomes

1. Evaluate the evolution of marketing in the last few years, namely Marketing 5.0;
2. Describe the operational advantages of holistic marketing;
3. Identify the role of marketing in the company's internationalization contexts;
4. Identify the moments that build strategic marketing planning;
5. Develop teamwork and group dynamics through the elaboration of a Marketing Plan.

Skills to be developed

- Identify society and corporate changes that interfere with marketing trends;
- Recognize the importance of holistic marketing approaches;
- Characterize the main elements of collaborative /co-creation marketing;
- Define a strategic marketing planning;
- Master the theoretical and practical tools that allow the elaboration of a Marketing Plan.

Course Content

1. 21st Century Marketing Trends
 - 1.1 From Marketing 1.0 to Marketing 5.0: evolutionary perspective
 - 1.2 The new realities of Marketing

1.3 Holistic Marketing

2. Collaborative Marketing

2.1 Marketing and social networks

2.2 Digital Marketing Strategies

2.3 Marketing of authenticity and values

2.4 Marketing co-creation

2.5 International Marketing

3. Strategic Planning in Marketing

3.1 The definition of the Mission

3.2 The strategic business units

3.3 Resource management

3.4 Analysis of growth opportunities

3.5 The organizational culture

3.6 The dimensions of innovation in Marketing

4. The Marketing Plan

4.1 Diagnosis

4.2 Strategy

4.3 Implementation

4.4 Evaluation

FINANCIAL ACCOUNTING II

LGI2104

ECTS	6
Degree	Bachelor's Degree in Management, 1 st year
General Information	Click here

Description of the Course

Within the scope of the Business Accounting II curricular unit, the deepening and approaches adopted during the 1st semester are complemented, within the scope of the Business Accounting I curricular unit, with a focus on investments, on revenue, on the income tax of the period, on the provisions, contingent liabilities, contingent assets, end-of-period transactions, and presentation of financial statements.

Objectives and expected learning outcomes

1. Show an adequate level of knowledge related to international regulations;
2. Operate structured and critical analysis in the resolution of accounting specific situations, using the accounting regulations and the international conceptual structure;
2. Register the current and end of year reports of economic operations.

Skills to be developed

- Understanding the importance of accounting information for the business manager's tasks;
- Mastery of the essential concepts associated with the economic and financial reality of an entity, namely, about the treatment of facts and equity variations.
- Acquisition of experience, in terms of analysis and classification of the economic and financial operations of an entity, as well as in terms of accounting recognition, that is, in the context of classification and accounting treatment of equity phenomena.
- Understanding the content of the accounting information, namely, in terms of the presentation of the effects of the patrimonial facts.

Course Content

1. Inventories
2. Asset impairment
3. Current and non-current liabilities: provisions and contingencies, loans, leases

4. Subsidies
5. Equity
6. Closing and legal reporting: end of year settlements and closing of accounts processes
7. Preparation of financial demonstrations

STATISTICS

LGI2105

ECTS	6
Degree	Bachelor's Degree in Management, 1 st year
General Information	Click here

Description of the Course

In this curricular unit an introduction to the probability theory and statistical inference is made. The probability theory topic, which includes the axiomatic and sampling distributions will be approached in chapters I, II and III. In chapter IV the statistical inference will be approached and in chapter V the bidimensional statistical analysis will be introduced.

Objectives and expected learning outcomes

1. To describe and use appropriately the main probability distributions;
2. To infer population parameters;
3. Apply the usual techniques in probability and statistics in decision-making processes.

Skills to be developed

- The skills to be developed will be the ability to properly apply techniques of statistical inference. Moreover, understanding the need for an application of critical analysis in the decision-making process and capacity to develop research work.

Course Content

1. Probability Theory: Random experience; space results and events
2. Concepts of probability. Conditional Probability. Bayes Theorem. Independent events
3. Theoretical Distributions and e Approximate Distributions
 - 3.1. Discrete distributions: Binomial and Poisson
 - 3.2. Continuous distributions: Normal, t-Student and Chi-square
 - 3.3. Central Limit Theorem

4. Statistical inference

4.1. Distribution of sampling

4.2. Point Estimate

4.3. Interval estimate (confidence intervals)

4.4. Testing hypotheses: Introductory concepts. Parametric and non-parametric tests

5. Linear Regression

ORGANISATIONAL BEHAVIOUR

LGE2227

ECTS	4
Degree	Bachelor's Degree in Business Management, 2 nd year
General Information	Click here

Description of the Course

This course aims to study organizational behavior and prepare students for their integration into the labor market. From a theoretical framework where the context of organizations is explored, students will be invited to study different themes that are considered key, associated with practical activities and dynamics, with the objective of integrating knowledge through experience.

Objectives and expected learning outcomes

1. Study organizations and organizational behavior;
2. Knowing dispositions and situations in an organizational context;
3. Develop personal skills in an organizational context based on experiential dynamics.

Skills to be developed

- Adopt attitudes appropriate to different situations;
- Identify the different dispositions and situations in an organizational context;
- Develop communication resources;
- Develop leadership and negotiation skills;
- Stimulate critical thinking, adaptability and resilience;
- Develop skills in terms of positivity, time management and motivation.

Course Content

1. The importance of human behavior in the Digital Age: The professions of the future
2. Organizations and organizational context
3. Organizational behavior: dispositions and situations
4. Emotions, motivation, and job satisfaction
5. Leadership, groups, and communication
6. Negotiation and decision-making

7. Productivity, Innovation and Resilience

FINANCIAL INSTRUMENTS AND MARKETS

LGE2337

ECTS	4
Degree	Bachelor's Degree in Business Management, 3 rd year
General Information	Click here

Description of the Course

This course aims to prepare the students with knowledge in the field of financial investments and their assessment of profitability and risk.

Objectives and expected learning outcomes

1. Know the main financial markets;
2. Know the main stock exchanges;
3. Evaluate and characterize the main financial instruments;
4. Assess the risk of a financial investment;
5. Evaluate the performance of a portfolio.

Skills to be developed

- Know the main financial markets;
- Define the best short, medium and long-term investment option, using appropriate valuation techniques;
- Understanding the risk and return concept of a financial instrument and an investment portfolio.

Course Content

1. Introduction
 - 1.1 Motivation
 - 1.2 Definition and function of financial markets
 - 1.3 Segmentation of financial markets
 - 1.4 Internationalization of the financial markets
 - 1.5 Brief characterization of financial instruments

2. Stock Exchange

2.1 World Stock Exchanges

2.2 Stock market indices

2.3 Financial instruments traded on Stock Exchanges

2.4 Sessions on Stock Exchanges

2.5 Orders on Stock Exchanges

2.6 Negotiations Systems

3. Share Market

3.1 Definition and Types of Shares

3.2 Yield and Risk

3.3 Terminology

3.4 Operations on Share

3.5 Evaluation of Shares

4. Bond Market

4.1 Concept

4.2 Yield and Risk

4.3 Terminology

4.4 Modalities of Bonds

4.5 Evaluation of Bonds

5. Other Financial Instruments

5.1 Derivatives

5.1.1 Definitions, general characteristics and usefulness of derivatives

5.1.2 Forward Contracts

5.1.3 Future

5.1.4 Options

5.1.5 Swaps

5.1.6 Contract for Difference - CFD

5.1.7 Other derivatives

5.2. Investment Funds

5.2.1 Concepts and Terminology

5.2.2 Types of Funds

5.2.3 Profitability and Risk

6. Yield, Risk and Diversification

6.1 Yield and Risk of an asset

6.2 Yield and Risk of a Portfolio

6.3 Diversification

6.4 Types of risk

7. Capital Market Model

7.1 Capital Asset Pricing Model (CAPM)

7.2 Arbitrage Pricing Theory (APT)

7.3 CAPM vs. APT

ENTREPRENEURSHIP

LGE2338

ECTS	6
Degree	Bachelor's Degree in Business Management, 3 rd year
General Information	Click here

Description of the Course

This course aims to convey the importance of creating and developing traditional or technological businesses. It seeks to stimulate the entrepreneurial spirit. The resulting changes require new skills in real-time problem analysis and resolution, modularity, networking, and virtualization. Changes in the world of work and the economy require that new positions be promoted in contexts of constant uncertainty. Finally, it aims to provide methodologies for designing business models and defining business plans.

Objectives and expected learning outcomes

1. Identify trends, opportunities or needs;
2. Understand the process of creativity in generating business ideas;
3. Acquire knowledge about the creation and structure of a company;
4. Design business models;
5. Know how to build a business plan;
6. Empower students to the perspective of innovation and entrepreneurship.

Skills to be developed

- Know the evolutionary cycles of a business;
- Understand and interpret the competitive environment of a business;
- Have analytical skills and critical thinking in terms of risks and opportunities;
- Ability to evaluate and make decisions in the context of small businesses.

Course Content

1. The Evolution of Entrepreneurship
2. The Entrepreneur
 - 2.1 Features

2.2 Motivation

2.3 Economic development

3. Creation of the Business Idea

4. Company structure and project

4.1 Designing a business

4.2 Investment / Financing

4.3 Legal Framework

5. Strategic Analysis

5.1 Balanced Scorecard

5.2 Marketing Plan

5.3 Business Plan

6. Analysis and predictions

7. Post launch of the business

8. Entrepreneurship in digital channels

9. Entrepreneurship and innovation

BUSINESS STRATEGY

LGE2340

ECTS	6
Degree	Bachelor's Degree in Business Management, 3 rd year
General Information	Click here

Description of the Course

As strategy is one of the central concerns of corporate executives, this course aims to equip students with the ability to analyze and formulate strategies in a context of uncertainty and green and digital transformations, as well as to elaborate, implement and control the execution of strategic plans, aiming at balancing the theoretical approach with the case study practical, national, and international.

Objectives and expected learning outcomes

1. Conceptualize the business strategy, analyze the characteristics of the strategic decisions and describe the process of strategic management;
2. Provide the latest concepts, models and tools for an effective strategic analysis of the external and internal contexts of companies and other organizations;
3. Characterize the different typologies of strategy to be considered in the process of strategic formulation / formation;
4. Explain how strategies should be implemented;
5. Emphasize the importance of aligning the strategy with the structure, culture and leadership, as well as strategic control systems;
6. Explain and relate the concepts of ethics, social responsibility, sustainable development, and corporate governance.

Skills to be developed

- Understand what strategy is, identify its key elements and importance in organizations;
- Understand what strategic management is, understand the different levels of planning and how strategies must evolve;
- Know how to define the direction of an organization;
- Understand the impact of external and internal environment in the strategy, what are strategic groups and how firms compete;
- Know how to elaborate a SWOT analysis;
- Understand the importance of value chain analysis and to define the business of a company in the context of globalization 4.0;

- Formulate goals and outline management strategies;
- Develop a strategic plan;
- Understand the importance and difficulties of strategy implementation;
- Understand the importance of respecting the principles of ethics and corporate sustainability, as well as the role of social responsibility and corporate governance.

Course Content

1. Strategic Analysis

- 1.1 Nature, definitions, and characteristics of strategic decisions
- 1.2 The strategic management process and types of strategic planning
- 1.3 Benefits of strategic management
- 1.4 Definition of the direction of the organization: vision, mission, values, and goals
- 1.5 Analysis of the external environment
- 1.6 Analysis of the internal environment and SWOT analysis

2. Strategy Formulation

- 2.1 Business and functional strategies
- 2.2 Corporate strategies
- 2.3 Internationalization and cooperation strategies

3. Implementation and Control Strategy

- 3.1 The organization as a system and organizational culture
- 3.2 Difficulties in implementing strategy
- 3.3 Organizational structure
- 3.4 Leadership, culture, and management styles
- 3.5 Evaluation and control strategy
- 3.6 Strategic management systems: the Balanced Scorecard
- 3.7 Ethics, social responsibility, sustainability, and corporate governance

EXPRESSION AND COMMUNICATION TECHNIQUES I

LRE2108

ECTS	6
Degree	Bachelor's Degree in Business Relations, 1 st year
General Information	Click here

Description of the Course

This course aims at studying the essential concepts of verbal / non-verbal communication, as well as the analysis of literary / non-literary texts. The corporate communication process will be mentioned, namely within the context of the communication strategies connected with negotiation and conflict management.

Objectives and expected learning outcomes

1. Promote contact with the interpersonal communication functions;
2. Develop the levels of verbal / non-verbal communication skills;
3. Approach the communication strategies to face conflict or stressful situations;
4. Identify corporate communication processes;
5. Know the adequate methods and resources to present project in corporate environments.

Skills to be developed

- Develop students' skills as far as the interpersonal communication level is concerned, considering the several types of communication processes and speech models;
- Assure the transfer from the theoretical contents to the real corporate environments;
- Master the skills connected with corporate presentations, namely the correspondent methodologies and technical resources.

Course Content

1. Interpersonal Expression and Communication
 - 1.1 The functions of interpersonal communication
 - 1.2 Attitudes and communication styles
 - 1.3 Verbal / Nonverbal communication

2. Communication and Conflict

2.1 Interpersonal conflicts

2.2 Negotiation strategies

2.3 Strategies of conflict management

2.4 Communication and stress

3. Communication in Corporate Environments

3.1 Message planning and development

3.2 Themes and goals

3.3 Digital and Physical tools

3.4 The Public

3.5 Presentation techniques

3.6 Technological resources management

3.7 Project presentations (corporate environment)

4. Information and Communication policies

4.1 Diagnostic procedures

4.2 Objectives and media selection

4.3 The active communication policy

4.4 Global communication and cultural differences

4.5 The role of communication in global change

CONTENT PRODUCTION AND MULTIMEDIA MEDIA

LRE2109

ECTS	4
Degree	Bachelor's Degree in Business Relations, 1 st year
General Information	Click here

Description of the Course

This course aims to increase the level of knowledge of students in terms of multimedia systems, allowing to increase their understanding of capacity about its operation and importance in the business world.

Objectives and expected learning outcomes

1. Describe and identify the role of multimedia systems in business circles;
2. To characterize types of Multimedia Systems and understand their impact on the business sector;
3. Use some Multimedia systems necessary to carry out a media project.

Skills to be developed

- Identify a media system and recognize the importance of their use;
- Getting produce multimedia using some specific software multimedia production.

Course Content

1. Multimedia
 - 1.1. Multimedia: what is it?
 - 1.1.1. Contextualization of the multimedia concept
 - 1.1.2. Types of multimedia information
 - 1.1.3. Multimedia definition
 - 1.1.4. Characteristics of multimedia systems
 - 1.2. Multimedia technologies
 - 1.2.1. Reference model for multimedia technologies
 - 1.2.2. Multimedia applications
 - 1.2.3. Multimedia authoring and design

2. Interactive Multimedia Applications

2.1. Classification of interactive multimedia applications

2.2. Multimedia applications for business district

2.2.1. Vocational training applications

2.2.2. Interactive sales and marketing applications

2.2.3. Presentations and multimedia communications

2.2.4. Applications of Computer Vision

2.3. Multimedia applications for public information

2.3.1. Multimedia kiosks

2.4. Multimedia systems and authoring tools

3. Types of Static Media

3.1. Text

3.2. Vector Graphics

3.3. Bitmap images

4. Types of dynamic media

4.1. Video

4.2. Animation

4.3. Digital audio

4.4. Synthesized music

4.5. Speaks

4.6. Generalizations

5. Media project

5.1. Management and development of multimedia projects

5.2. Analysis and design

5.3. Design

5.4. Production

5.5. Testing and validation

5.6. Distribution

5.7. Multimedia project management of alternative methodologies

6. Technologies and Web Applications

6.1. Protocols for multimedia applications on the Internet

6.2. Languages for Web applications

6.3. Web usage modes

6.4. Web Application Development

INTERNATIONAL MANAGEMENT

LRE2110

ECTS	4
Degree	Bachelor's Degree in Business Relations, 1 st year
General Information	Click here

Description of the Course

On a progressively and global competitive world, international management has been gaining more and more importance for companies. The interdependence and interconnection between organizations extends beyond national borders and influences the daily context of companies, generating new risks, as well as new opportunities. This course has as its general objective to provide students with a solid understanding of international management to serve as a basis for business decision in the future. The specific objectives are as follows:

Objectives and expected learning outcomes

1. Understand globalization through knowledge of supranational and international organizations and their roles in international trade;
2. Understand how the external environment influences international business;
3. Identify different definitions and perspectives on internationalization;
4. Know the main stakeholders in international business and understand their organization according to the international business value chain;
5. Identify the main challenges that international management will face in the coming years on the global context.

Skills to be developed

- Understand the intercultural relationship and sensitivity to cultural diversity.
- Recognize and evaluate strategic options in the implementation of international action programs.
- Understand the intercultural relationship and sensitivity on the cultural diversity.
- Know how to apply the acquired knowledge to new situations and develop systemic reflection skills to deal with complex issues, make judgments and develop solutions.

Course Content

1. Global contexts and cross-border business

1.1. What is globalization?

1.2. Globalization: advances and setbacks

1.3. International trade

1.4. Supranational organizations

1.5. Globalization versus regionalization

1.6. European Union

1.7. Multinational and transnational

Case study

2. External environment and global business

2.1. External environment and international business

2.2. Classification of environmental forces

2.3. Environmental stakeholders

2.4. Technological environment

2.5. Cultural environment

2.6. Demographic environment

2.7. Social environment

2.8. Ecological environment

2.9. Political environment

2.10. Cool environment

2.11. Economic environment

3. Internationalization

3.1. What is internationalization

3.2. Internationalization theories

3.3. Motivations for internationalization

3.4. Entry modes in new markets

3.5. International strategy

4. International management and international operations

4.1. The international business value chain

4.2. International Marketing

4.3. International finance

4.4. Human resource Management

4.5. International operations management

4.6. Technology and innovation in international business

5. Challenges and trends for international management

5.1. European Union integration

5.2. The WTO Agenda and the Doha Round

5.3. Emerging economies: China and India cases

5.4. Protectionism and trade agreements

5.5. Degradation of global resources

5.6. Energy policy

5.7. Degradation of the environment

5.8. Terrorism and internationalization

5.9. Migrations

5.10. Information and knowledge

5.11. Multinationals trends

5.12. New trends in multicultural management and human resources

ENOGASTRONOMY

LGH2109

ECTS	4
Degree	Bachelor's Degree in Hospitality Management, 1 st year
General Information	Click here

Description of the Course

This course has as main goal that students acknowledge information on Portuguese gastronomy and national and world Viti viniculture, to develop skills in harmonizing dishes and wines. To meet this, students are provided with illustrative knowledge on the history and new trends on Portuguese and World gastronomy and wines, as well as its impact on the food and beverage business and the hotel and tourism industry in general.

Objectives and expected learning outcomes

1. Have obtained theoretical knowledge about Portuguese and world gastronomy and the wine sector;
2. Establish the link between gastronomy and wines, as well as their harmonization
3. Materialize this harmonization in menus;
4. Develop skills in building a wine list.

Skills to be developed

- Perceive enogastronomy as one of the critical success points of the supply in the hospitality management area;
- Develop the ability to design a competitive gastronomic and wine offer;
- Maximize the profitability of the gastronomic and wine business in the context of hotel management;
- Identify a correct wine service to be applied to the different catering concepts.

Course Content

1. Gastronomy
 1. Anthropology of Food
 - 1.1. Food and its migration, historical evolution
 - 1.2. The socio-cultural dimension of food.
 - 1.3. Agricultural production: sustainability, waste and new production trends.

- 1.4. Portuguese products in traditional gastronomy
- 1.5. Gastronomic concepts related to eating habits and new trends
- 1.6. The economic relevance of gastronomic tourism.
- 1.7. Promotion of Gastronomic Tourism.

- 2. Wine
 - 2.1. The wine sector in Portugal
 - 2.2. The history of wine in the world.
 - 2.3. Basic concepts of viticulture
 - 2.4. National and international grape varieties, concept of "terroir" and Old and New World.
 - 2.5. Portuguese wine regions
 - 2.6. Basic concepts of oenology
 - 2.7. Economic relevance of wines in the Portuguese and world economy

- 3. Harmonization/Pairing
 - 3.1. General harmonization theory
 - 3.2. Main grape varieties and gastronomic links

- 4. Elaboration of cards and wine service
 - 4.1. Preparation of Menus with harmonization/pairing - tasting menus
 - 4.2. Preparation of Wine Cards according to Restaurant Cards
 - 4.3. Wine service techniques

- 5. Wine Tasting and Harmonization/pairing Tasting

INFORMATICS APPLIED TO HOSPITALITY

LGH2111

ECTS	4
Degree	Bachelor's Degree in Hospitality Management, 1 st year
General Information	Click here

Description of the Course

This course has as main objective to increase the level of knowledge of students in terms of information systems to expand its capacity to understanding their function and importance to the Tourism Industry. It also examines the fundamental concepts related to this area of knowledge and its implementation framework in the tourism industry.

Objectives and expected learning outcomes

1. Describe and identify the role of information systems in the management of organizations;
2. Characterize types of information systems and understand their impact on the tourism;
3. Using Information Systems and Management of tourism, such as: Sabre, Galileo, Amadeus, World span and / or others;

Skills to be developed

- Identify an information system for the management of tourism and recognize the importance of their use;
- Knowing how to use an information system for the management of tourism autonomously: Galileo, Amadeus, World span and / or others;

Course Content

1. Organizational Information System
 - 1.1. The concept of System
 - 1.1.1. General Systems Theory
 - 1.1.2. General characteristics of the systems
 - 1.2. The Organizational System
 - 1.3. Information systems
 - 1.3.1. System - Concept and examples

- 1.3.2. Information System - concept and components
- 1.3.3. Information system and computer systems
- 1.3.4. Information System (IS) and Information Technology (IT)
- 1.3.5. Main types of information systems
- 1.3.6. Development stages of information systems
- 1.4. The role of Information Technology in the Organizations Management
- 1.5. Business Information Systems
 - 1.5.1. The evolution of Information Systems in Organizations
 - 1.5.2. The Database Management Systems
 - 1.5.3. ERP Systems (Enterprise Resource Planning)
 - 1.5.4. CRM Systems (Customer Relationship Management)
 - 1.5.5. Interorganizational Information Systems.
- 2. Information Systems to support tourism
 - 2.1. Historical evolution of the Tourism Information Systems
 - 2.2. Types of tourism Information Systems (Computerized Reservation System (CRS), Global Distribution System (GDS), Internet Distribution Systems (IDS), Destination Management System (DMS))
 - 2.3. Internet Distribution Systems (IDS)
- 3. The tourism Information Systems and tourism distribution
 - 3.1. Use of electronic means
 - 3.2. Trends in tourism distribution channel
- 4. The Internet and tourism
 - 4.1. social networks
- 5. E-Business for Tourism
- 6. Analysis of some websites: travel agency online hotel reservation systems online, management systems, airlines, destination management systems

7. Analysis of the most used systems: Sabre, Galileo, Amadeus, World span, and other

8. Information Systems applied to Hotel Management

8.1. Multimedia for Hotel Management

8.1.1. Multimedia production for Hotel Management and tourism

8.2. Analysis and implementation of a Hotel Management software

8.2.1. Reservations, Check-In, Check-Out

8.2.2. Current accounts, movements and billing

8.2.3. Reserves Management

8.2.4. Group reservations

8.2.5. Night Auditor

8.2.6. Reserves reports / Reception

8.2.7. Plannings

8.2.8. Reports, Statistics and Taxes

HOSPITALITY MANAGEMENT

LGH2340

ECTS	6
Degree	Bachelor's Degree in Hospitality Management, 3 rd year
General Information	Click here

Description of the Course

Topics such as technological trends in the evolution of the hotel production sector, innovation, and technology at the service of hotel production will be discussed. The management of production and flows will be explained, as well as the financial and human aspects, and the organization of the different components of the hotel service (Kitchen, Bar, Cold Storage, Laundry and Laundry, Storage in Hotels). Topics such as the planning and control of hotel production as well as the identification of the main equipment and its characteristics will also be developed.

Objectives and expected learning outcomes

- 1 Provide knowledge of Hospitality Management;
- 2 Identify techniques and modern methods of solving production problems;
3. Establishing standards consistent with the organization's strategy;
4. Strengthen the scientific and technical knowledge on planning;
5. Develop cognitive skills on the Hospitality Management;
6. Enable students to rationalize the use of resources in Hotel Management;
7. Control each phase of the operating cycle;
8. Analyze business evolution and increase assertive measures.

Skills to be developed

- Diagnose and solve hotel production management problems;
- Identify and design hotel production management systems;
- Identify the constraints of a productive system in hotels;
- Implement corrections at the level of hotel production management;
- Apply knowledge in optimizing existing production systems;
- Select and use production management methods and techniques to solve problems;
- Knowing how to define the best conditions to achieve the organization's general objectives, with regard to meeting budgets;

- Knowing how to select and distinguish the different energy sources for a hotel production system;
- Knowing how to diagnose the business and implement assertive measures.

Course Content

1. Introduction to Management - Levels of management

1.1. Cash-flow

1.2. Financial

1.3. Economic

2. Basics of microeconomics - Notion of Cost and Sale

2.1. Cost Definition

2.2. Fixed Costs and Variable Costs

2.3. Controllable Costs

2.4. Direct and Indirect Costs

2.5. Total, Unit and Average Costs

2.6. Prime Cost

2.7. Forecast and Historical Costs

3. Sale Definition

3.1. Monetary sale

3.2. Non-monetary sale

3.3. Notion of Break Even Point

4. The Product / Operational Cycle

4.1. Characterization

5. Ordering and Purchasing Process

5.1. Product Characterization

5.2. Characterization of suppliers

5.3. Order Control Procedures

5.3.1. At the quality level

5.3.2. At the quantity level

5.3.3. At the value level

5.3.4. At the document level

6. Receiving

6.1. Definition and importance

6.2. Goods Receiving Control Procedures:

6.2.1. At the quality level

6.2.2. At the quantity level

6.2.3. At the value level

6.2.4. At the document level

7. Storing

7.1. Different storage needs

7.2. The different storage areas

7.3. Quantity to store:

7.3.1. Par Stock

7.3.2. Alarm Stock

7.3.3. Maximum Stock

7.3.4. Average Stock

7.4. Storing Value

7.4.1. Weighted Average Cost/Price

7.4.2. F.I.F.O

7.4.3. L.I.F.O

7.4.4. N.I.F O

7.5. Documentary control

7.5.1. The Stock Sheet

7.5.2. The refrigerator plug

7.6. Stock Control Systems

7.6.1. Permanent Inventory

7.6.2. Intermittent Inventory

7.6.3. Fixed Stock

7.6.4. Physical Inventory

7.7. Storage Sizing

8. Issuing

8.1. Documentary Control

8.1.1. The Internal Requisition

8.1.2. Internal Transfers

MANAGEMENT PLANNING AND CONTROL SYSTEMS

MGE2109

ECTS	6
Degree	Master's in Business Management, 1 st year
General Information	Click here

Description of the Course

This course aims to provide students with the main concepts of planning and management control, with an emphasis on traditional instruments such as the budget or on more evolved ones, such as the "Balanced Scorecard". It is intended to stress the importance of planning and management control at both operational and strategic levels.

Objectives and expected learning outcomes

1. Understand the importance of planning and control management;
2. Understand the budget sequence;
3. Prepare a budget from previously defined plans;
4. Realize the importance of analyzing different deviations; develop a "Balanced Scorecard" for an organization.

Skills to be developed

- It is intended to develop practical skills in the application of a set of methodologies which are crucial to develop a planning and control model in different organizational contexts. With this intent, theoretical knowledge and practical exercises will be combined.

Course Content

1. The key ideas of the systems of Management Control
 - 1.1. Nature, justification and framing of management control systems
 - 1.2. Management Control Definitions
 - 1.3. Phases of evolution of Management Control Systems
2. Accounting as a system of information and support to the Management Control
 - 2.1. Accounting Requirements for Planning and Decision Making

2.2. Decision making - Approach of relevant costs. Variable costing, marginal costing

2.3. Clearance of results: from the logic of absorption to the logic of contribution

2.4. The theory of C.V.R. Cost Analysis Volume Result

2.5. From the Residual Contribution margin to the E.V.A. (Economic Value Added)

2.6. Costs and decision-making: C.B.A. (Activity Based Costing)

3. Accountability for Results - Behavioral Aspects of Management Control

3.1. Organizational structure in centers of responsibility

3.2. Performance evaluation criteria

3.3. Internal Transfer Prices (ITPs)

4. Strategy and Management Control - The Process of Management Control

4.1. From strategic planning to operational planning

4.2. The Budgeting Process - Budgetary Control

4.3. Methodology for calculating budget variances

4.4. Monitoring and Performance Management Systems: Tableau de Bord versus Balanced Scorecard

4.5. Balanced Scorecard and Indicators

RESEARCH METHODOLOGIES

MGE2110

ECTS	6
Degree	Master's in Business Management, 1 st year
General Information	Click here

Description of the Course

This course brings together a set of essential information for the execution of the master's final work, guiding students in fulfilling the main stages of the research and/or reflection process and following a structured and logically sequential methodology, ranging from choice from the theme and definition of the problem to the critical analysis of the results and conclusions.

Objectives and expected learning outcomes

1. Keep students focused and motivated in carrying out scientific work, based on their guidance and permanent monitoring;
2. Provide students with the ability to find the starting point of their work, namely in the definition and characterization of the research problem and its strategic action plan;
3. Sensitize students to the importance of literature review both in a pre-project phase to help substantiate the choice of the topic to be studied, as in a later phase to create the theoretical basis for all empirical work;
4. Helping to define the scientific method within the research process, identifying the main sources of information and data collection techniques;
5. To give a critical attitude to the analysis of the results of the work to draw conclusive conclusions regarding the explanation of the identified problem.

Skills to be developed

- Understand the process of creating and developing a research work;
- Analytically identifying problems and defining a work plan to study them, identifying the best data collection techniques for this purpose;
- Use tools to support the statistical analysis of the data collected, in order to support a critical analysis of the results;
- Perform good time management in the execution of each phase of the investigation work to ensure compliance with pre-defined deadlines.

Course Content

1. Introduction

1.1. Work's Type

1.2. Structure and Rules

2. Research Problem

2.1. Features and ethics research

2.2. research problem discussion

2.3. research strategy

3. Literature Review

3.1 Purpose and planning research

3.2 Information sources and types of analysis

3.3 construction method of literature review

4. Operational Steps of the Research Process

4.1. Construction of Hypotheses/Objectives

4.2. Identification and selection of variables

4.3. Research Methods

4.3.1. Definition of scientific method

4.3.2. Sampling techniques

4.4. Data collection techniques

4.4.1. Classification of technical

4.4.2. Data collection tools

4.4.2.1 Interview

4.4.2.2 The questionnaire

5. Quantitative research methodologies

5.1. Empirical analysis and contextualization

5.1.1. Comparative and statistical methods

5.2. Data analysis and interpretation of results

5.2.1. Construction and subsequent procedures of a database

5.2.2 Descriptive analysis of variables

5.2.3 Parametric and non-parametric tests

5.3. Linear Regression Models

5.4. Discrete choice models

5.5. Factor analysis and structural equations

5.6. Conclusions and future guidelines

6. Qualitative research methodologies

6.1. Methods of data collection

6.1.1. The observation

6.1.2. The individual and group interview

6.1.3. Other qualitative strategies for data collection (biographical approach, direct observation, and documentary analysis)

6.2. Qualitative method of data analysis

6.2.1 Content analysis: coding, categorization, and interpretation of information

SERVICE AND B2B MARKETING

MGE2108

ECTS	4
Degree	Master's in Business Management, 1 st year
General Information	Click here

Description of the Course

Through the combination of academic and professional knowledge, the subjects taught on Services Marketing and B2B Marketing, supported by practical exercises, will provide students with specific skills and knowledge of Services Marketing and B2B Marketing, as well as management of activities of Marketing in companies in the service sector and in the industrial sector.

Objectives and expected learning outcomes

1. Develop skills to select and use methodologies and tools suitable for managing a service company;
2. Understand the specifics of demand for industrial goods and the implications for marketing management;
3. Know how to match the supply and demand for services;
4. Develop skills to make informed decisions in the B2B market;
5. Know how to manage a portfolio of relationships with B2B customers.

Skills to be developed

- Students should be able to efficiently manage the marketing activities of a service company and a company operating in the B2B market.

Course Content

1. Introduction to Service Marketing.
 - 1.1 Concept of Service: distinction between goods and services
 - 1.2 Reasons underlying the study of Marketing Services
 - 1.3 Nature of Services: characteristics and challenges
 - 1.4 Categories of Services
 - 1.5 The 7 P's of Service Marketing

2. The experience and process of providing the service

2.1 Processes and Experiences

2.2 The management of experience and expectations

2.3 Pre-Purchase Phase

2.4 Phase of the service encounter

2.5 Post-meeting phase

3. New Services, Quality Management and Productivity

3.1 Development of new services.

3.2 Servitization

3.3 The concept of quality

3.4 Service Quality Management

3.5 Productivity in services

3.6 Quality and productivity strategies in services

4. Marketing Strategies for Service Organizations

4.1 The Marketing-Mix of the Services

4.2 Segmentation, Targeting and Positioning

4.3 The creation of value in services

4.4 Relationship management

4.5 Commercial action in the service company

4.6 Marketing of Services in Specific Contexts

5. Introduction to B2B Marketing

5.1 Definition of B2B market

5.2 Differences between B2B Marketing and Consumer Marketing

6. Account Management

ACCOUNTING AND AUDITING

MGE2108

ECTS	6
Degree	Master's in Business Management, 1 st year
General Information	Click here

Description of the Course

This course aims to provide students with relevant knowledge of Accounting and Auditing, particularly with the objective of understanding the data from the Financial Statements and, simultaneously, learning the procedures and working methods of an audit of the Financial Statements.

Objectives and expected learning outcomes

1. To know the relevance and importance of the information provided by the accounting system established in companies for the decision-making of managers and other stakeholders;
2. Know the normative planning of Accounting and Auditing in Portugal;
3. Understand the Internal Control System and its importance for the organization and the auditor;
4. Plan the work of a risk-based audit of the various classes of accounts.
5. Understand the accountability process and audit reports.

Skills to be developed

- Understand Accounting as an information system and its usefulness for the economic decision of both managers and other stakeholders;
- Analyze the Financial Statements of a company, including its audit reports;
- Understand the importance of the Internal Control System within an organisation and its impact on the planning of an audit;
- Planning a risk-based audit;
- Analyse and understand the financial statements of companies and the various types of audit reports.

Course Content

1. Accounting and business
2. Portuguese Accounting Standards and System and International Audit Standards

3. The Internal Control System
4. Risk-based Audit
5. Accountability
6. Audit Reports

PRODUCTION AND OPERATIONS MANAGEMENT

MGE2107

ECTS	4
Degree	Master's in Business Management, 1 st year
General Information	Click here

Description of the Course

The specific operations management in what way the company will use its production and service capabilities to ensure the sustainability of the company's overall strategy. Planning and Control of Operations associated with the supply chain, information system and logistics, considering the basic principles of LEAN Manufacturing and the tools most appropriate to the Layout Factory, guarantee a better understanding of the transformation systems and services used by organizations.

Objectives and expected learning outcomes

1. Provide knowledge of Operations Management to identify modern techniques and methods for solving production problems and establishing objectives compatible with the organization's strategy;
2. Strengthen the scientific and technical domain of short- and medium-term planning;
3. Develop cognitive skills on LEAN Thinking, supply chain management and service management;
4. To enable students to rationalize the use of organizations resources;

Skills to be developed

- Design operations management systems in an integrated production process;
- Diagnose and solve problems of operations management;
- Identify the constraints of a productive system;
- Implement corrections at the level of operations management;
- Apply knowledge in the optimization of existing production systems;
- Select and use operations management methods and techniques for problem solving.

Course Content

1. The components of operations management
2. Operations management in business strategy
 - 2.1. Production Management in Industrial Processes

3. Operations planning and control (MRP, JIT and OPT)
4. Lean manufacturing thinking
5. Quality in Operations Management
6. The layout of Operations Systems
7. Supply Chain Management (SCM)
8. Industrial maintenance and operations management
9. Information systems and operations management evaluation
10. The Global Compact and the coherence of Operations and Production Management

BUSINESS SIMULATION

MGE2111

ECTS	6
Degree	Master's in Business Management, 1 st year
General Information	Click here

Description of the Course

This game is a sophisticated simulation that promotes reasoning at the level of all decisions, betting on learning by doing. Thus, each student will be the Manager of your company and will have to analyze the consumers and their needs and plan strategies: selecting your target and defining Product, Price, Promotion and Distribution in order to create an attractive and competitive product. The Management Game is a completely new teaching method, which is based on the simulation of each of the variables that operate in a real and competitive market.

Objectives and expected learning outcomes

1. Develop a proactive attitude in management
2. Apply in an integrated and practical manner concepts and techniques of management and marketing;
3. Adaptation of theoretical experiences to the practical and competitive reality of companies;
4. Understand the changes in the environment and their implications in terms of management;
5. Know how to work as a team.

Skills to be developed

- Analysis of markets and competition;
- Planning a business plan;
- Execution of Management Plans in the short and long term;
- Control and analysis of results;

Course Content

1. Presentation of the Course and Simulator
 - 1.1 Simulator presentation
 - 1.2 The role of the Manager

2. Models of Simulation Management and Methodology
 - 2.1 Description of the main management tools
 - 2.2 Main management strategies
3. Simulation Test, Analysis of the Company and Market Scenario
 - 3.1 Market study
 - 3.2 Praxis MMT10 Management Simulator
4. Strategic plan
5. Analysis of Results and Preparation of Decision
6. Presentation and Discussion of Global Results