

Course Unit	Business Management Concepts		Field of study	Business Sciences	
Master in	Entrepreneurship and Innovation		School	School of Technology and Management	
Academic Year	2023/2024	Year of study	1	Level	2-1
Type	Semestral	Semester	1	ECTS credits	10.0
Workload (hours)		270	Contact hours	T - Lectures; TP - Lectures and problem-solving; PL - Problem-solving, project or laboratory; TC - Fieldwork; S - Seminar; E - Placement; OT - Tutorial; O - Other	
				T - 40 PL - - TC - - S - 12 E - - OT - 18 O - -	
Code 5054-664-1102-00-23					

Name(s) of lecturer(s) José Carlos Lopes, Paulo Alexandre Fernandes Neto, Paulo Jorge Aragao Guimaraes

### Learning outcomes and competences

At the end of the course unit the learner is expected to be able to:

1. Develop methodologies and techniques of strategic analysis;
2. Formulate, implement and change organizational strategies;
3. Understand the role of marketing in the company, the marketing system and its functional dimensions;
4. Understand consumer behaviour, key marketing variables, and evaluate the impact of options on marketing variables in company strategy;
5. Understand the role of operations and logistics in the company's overall strategy;
6. Know and apply models to evaluate investment projects;
7. Evaluate the various types of risk of an investment project;
8. Know the different sources of financing available to entrepreneurs and the selection according to its cost.

### Prerequisites

Before the course unit the learner is expected to be able to:  
Not applicable

### Course contents

1. Strategic planning and new management models; 2. Marketing Mix; 3. Operations and Logistics Plan; 4. Management and Budget Control; 5. Project Finance.

### Course contents (extended version)

1. Strategic Planning and New Management Models
  - Environment and company analysis
  - Formulation of strategy and strategic decisions
  - Models and techniques to support the analysis, evaluation and selection of strategies
2. Marketing Mix
  - Marketing concept and its importance
  - Buyer behaviour
  - Marketing-mix management
  - Marketing plan
3. Operations and Logistics Plan
  - Stock management
  - Production planning
  - Tools to support the implementation of a Lean system
  - Logistics and supply chain
  - Storage management
  - Continuous Improvement and waste reduction
4. Management and Budget Control
  - Fundamentals of management control
  - Annual budget
  - Organization of the management control system
5. Project Finance
  - Estimating the costs of the project and the financial projections
  - Project feasibility and risk analysis
  - Financing mechanisms (cost of capital and sources of financing)

### Recommended reading

1. Merchant, K. & van der Stede, W. (2017). Management Control Systems: Performance Measurement, Evaluation and Incentives (4th Edition). Financial Times/Prentice Hall.
2. Hitt, M., Ireland, R. & Hoskisson, R. (2020) Strategic Management: Concepts and Cases: Competitiveness and Globalization. 13th Edition. Cengage Learning, Inc.
3. Armstrong, G. & Kotler, P. (2016). Marketing: An Introduction (13th Edition). Pearson.
4. Finnerty, J. D. (2013). Project financing: Asset-based financial engineering. John Wiley & Sons.
5. Bowersox, D., Closs, D. & Cooper, M. B. (2020). Supply Chain Logistics Management (5th Edition). McGraw-Hill Education

### Teaching and learning methods

Learning strategies based on practice, using collaborative work. Debates, Workshops and Seminars on the contents, ensuring the development of the skills needed for future leaders and entrepreneurs. Flipped classroom approach where students lead the learning process. Reading or watching publications about the course contents and essay writing.

### Assessment methods

- Continuous Assessment - (Regular, Student Worker) (Final, Supplementary, Special)
- Practical Work - 60% (Practical works related with the main contents of the curricular unit.)
- Development Topics - 40% (Team working sessions with a discussion of topics on the development and management of the company.)

### Language of instruction

1. Portuguese
2. English

Electronic validation

José Carlos Lopes	Joaquim Agostinho Mendes Leite	José Carlos Rufino Amaro
11-10-2023	11-10-2023	20-10-2023

This document is valid only if stamped in all pages.