

ERASMUS +

COURSE LIST

ACADEMIC YEAR 2020/2021

1ST SEMESTER

ENGLISH TRACK

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MANAGEMENT INFORMATICS

LTU2101

ECTS:

4 ECTS

Degree:

Bachelor Degree in Tourism, 1st year

General Information:Syllabus**Description of the course:**

This course connects two distinct areas of knowledge, Information Technology (IT) and Management. It will be used word processing tools, such as Microsoft Word, and spreadsheets, such as Microsoft Excel, among others, in open source format.

Main goals:

- To know advanced features of a word processor;
- Deepen the students' Word knowledge exploring all its potentialities;
- Know functionalities of a spreadsheet;
- Deepen the knowledge of Excel of the students exploring all its potentialities;
- Use the different formulas and functions in Excel;
- Analyze and manage data using Excel.

Skills to be developed:

- Handle Microsoft Word and other existing word processors;
- Know how to implement advanced features of Microsoft Word;
- Handle Microsoft Excel and other existing spreadsheets;
- Know how to implement formulas and functions;
- Know how to recognize and apply analysis and data management, as well as automate tasks.

Course Content

1. Features of word processors
 - 1.1. Open Source Word processors
 - 1.2. Microsoft Word
 - 1.2.1. Text Effects and automating tasks
 - 1.2.2. Inserting special characters and formulas
 - 1.2.3. Margins
 - 1.2.4. Tabs
 - 1.2.5. Automatic bullets and numbering
 - 1.2.6. Envelopes
 - 1.2.7. Text in columns
 - 1.2.8. Breaks
 - 1.2.9. Construction of indices
 - 1.2.10. Charts and graphs
 - 1.2.11. Models
 - 1.2.12. Merge
 - 1.2.13. Bookmarks and hyperlinks
 - 1.2.14. Building bibliographies
2. Features of spreadsheets
 - 2.1. Spreadsheets Open Source
 - 2.2. Microsoft Excel
 - 2.2.1. Editing and manipulation of cells
 - 2.2.2. Page Setup and Print
 - 2.2.3. Formulas and functions
 - 2.2.3.1. Introduction to Formulas and Functions
 - 2.2.3.2. Mathematical functions
 - 2.2.3.3. Statistical functions
 - 2.2.3.4. Financial functions
 - 2.2.3.5. Date and Time functions
 - 2.2.3.6. logical functions
 - 2.2.3.7. Search and reference functions
 - 2.2.3.8. Text and information functions
 - 2.2.3.9. Database functions

RECREATION AND EVENT MANAGEMENT

LTU2332

ECTS:

6 ECTS

Degree:

Bachelor Degree in Tourism, 3rd year

General Information:

Syllabus

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 the animation and management of events.

Main goals:

- Acquire knowledge in the area of tourist entertainment and its framework in the field of leisure and tourism;
- Recognize the potential of tourist entertainment for the enhancement of tourist destinations and products and events;
- Stimulate the creative potential of students in practical contexts of animation;
- Identify, analyze and evaluate the events market;
- Understand the importance of strategic marketing and planning in events;
- Mastering the various phases of event organization.

Skills to be developed:

- Acquire knowledge in the area of tourist entertainment and its framework in the field of leisure and tourism;
- Recognize the potential of tourist entertainment for the enhancement of tourist destinations and products and events;

- Stimulate the creative potential of students in practical contexts of animation;
- Identify, analyze and evaluate the events market;
- Understand the importance of strategic marketing and planning in events;
- Mastering the various phases of event organization.

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

Bibliography:

- ALLEN, Johnny; O TOOLE, William; MCDONELL, Ian; HARRIS, Rob; Organização e Gestão de Eventos, Elsevier Editora, 2013.

TOURISM PLANNING AND SUSTAINABLE DEVELOPMENT

LTU2216

ECTS:

6 ECTS

Degree:

Bachelor Degree in Tourism, 2nd year

General Information:

Syllabus

Description of the course:

The course introduces and discusses the theme of planning and development in tourism, integrating themes of central importance to ensure the sustainable development of destinations. In addition to the presentation of topics, calls for analysis, reflection and critical discussion of case studies / case studies.

Main goals:

- Know, discuss and understand the fundamental concepts of tourism planning.
- Know the process and components, stages of planning and development of destinations;
- Recognize the importance of planning in tourism;
- Recognize the importance of sustainability in the process of planning and development of tourism activity;
- Know concepts and definitions associated with tourist destinations, as well as the life cycle and management models;
- Identify, discuss and evaluate the impacts of tourism on the tourist destination;
- Know the tourism indicators for sustainable development in tourism;
- Identification and discussion of good practices in tourism.

Skills to be developed:

- Provide the students with theoretical knowledge that allows the mastery of fundamental concepts and themes of the activity;
- Stimulate the capacity of observation, analysis and critical sense in the application of technical concepts in the area of tourism, as well as situations and contexts of the activity;
- To raise students' awareness of the importance of tourism activity, tourism experience/experience and the responsibility of tourism professionals in these fields;
- Foster personal and behavioural skills in terms of creativity, teamwork, leadership, responsibility, motivation and autonomy for success;
- Developing a taste for tourism research.

Course Content

1. Tourism planning

- 1.1. Concepts, objectives and characteristics of planning
- 1.2. From planning to tourism planning
- 1.3. Components, steps and planning process
- 1.4. Levels of planning
- 1.5. New planning models

2. Tourism development

- 2.1. Concepts, objectives and benefits of development
- 2.2. The process of sustainable development
- 2.3. Impacts of tourism
- 2.4. Accessibility, ethics and responsibility in tourism: Global Code of Ethics in Tourism
- 2.5. Tourism indicators for sustainable destinations

3. Tourist Destinations

- 3.1. Definitions and concepts
- 3.2. Tourist destination life cycle
- 3.3. Destination Management Templates
- 3.4. Competitiveness of tourist destinations

4. Tourism planning and development strategy

- 4.1. Importance of strategic planning
- 4.2. Good practices in tourism
- 4.3. Tourism Strategy 2027

Bibliography:

- Cooper, C. & Hall, C. M., Contemporary Tourism: An international approach, Goodfellow Publishers Limited, 2016.

HUMAN RESOURCES MANAGEMENT

LTU2217

ECTS:

6 ECTS

Degree:

Bachelor Degree in Tourism, 2nd year

General Information:Syllabus**Description of the Course:**

Over the last few decades, human resource management has assumed a key role in business strategy and competitiveness. This course aims to provide students with a set of skills that allow them to act according to the best practices of people management in an organizational context. Thus, a characterization of the relations between the function of human capital management and the other functions of management is carried out, developing the concept of psychological contract in organizations, as a characterizing and driving element of relationships and quality of life at work.

Special emphasis is given to the role of the human resource management function in business contexts. Taking into account that the internationalization of markets and the appearance of new technologies are examples of factors that leverage organizational change. Methods and techniques used by the function with the aim of attracting, retaining and developing people in organizations are presented and discussed, including job analysis and description, recruitment and selection, development of skills and potential, performance management systems and career path management.

Main goals:

- Understand the scope of the HRM function from a business oriented strategic and operational perspective and its interactions with other management functions;
- To understand the development of the psychological contract oriented towards high performance and its direct relationship with the nature of the different human resource management practices;
- To provide knowledge about the modus operandi of the HRM function;
- To raise awareness of the importance of promoting good management practices aimed at enhancing people's involvement and adherence to change processes;
- To provide knowledge and application of different people management techniques in organisations.

Skills to be developed:

- Understand the driving factors of organizational change, the role and evolution of the human resource management function in the organization;
- To understand the determination of the alignment between the definition, the development of policies and practices of human resources management and the strategy of the organization and its contribution to the development of the business(ies);
- To understand the impact of economic, technological, demographic and institutional challenges in the development of human resources skills;
- 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; management and performance evaluation; job analysis and description; potential management and career paths, and remuneration management;
- Identify and characterise the main dimensions of the following human resource management sub-systems: recruitment and selection; recruitment and integration; training and skills development; performance management and assessment; job analysis and job description; potential management and career paths, and pay management;
- Understanding and interpreting employees' psychological contracts in organisations;
- To diagnose and intervene at the level of human resources management in small and medium enterprises contexts;
- To develop the capacity of initiative, creativity, determination, self-learning, capacity of critical analysis and synthesis, 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

Bibliography:

- Dias, Laura Portolese, 2012, Beginning Management of Human Resources (V1.0), [e-book] available online.
- Decenso, David A., Robbins, Stephen, P., 2010, Fundamental of Human Resources Management, 10th Edition, Wiley.
- Schiemann, William A., 2009, Reinventing Talent Management: how to Maximize Performance in the New Marketplace, 1st Edition, Wiley.

EXPRESSION AND COMMUNICATION TECHNIQUES II

LRE2216

ECTS:

4 ECTS

Degree:

Bachelor Degree in Business Relations, 2nd year

General Information:

Syllabus

Description of the course:

This course of Expression and Communication Techniques II aims to integrate and relate the essential concepts of language with the various formats and styles of business communication. The thematic focus will focus on the relationship between the expressiveness of language and the corresponding articulation with the evocative power of images, aiming at the elaboration of corporate communication campaigns. It is also intended to identify and analyze the multiple formats of internal and external communication in companies, with special focus on the growing impact of new technologies.

Main goals:

- Promote contact with the new communication paradigms;
- Develop the levels of verbal/non-verbal expression;
- Reflect on the expressive potential of the interconnection between text and image;
- Identify the internal communication flows in companies;
- Provide the appropriate working tools (theoretical and operational) for the development of communication campaigns.

Skills to be developed:

Students should develop their written and oral skills. It will also be important to master research techniques, work on methodologies for collecting and processing information and ensure the transposition of the theoretical knowledge addressed in the sessions to the operational reality of companies. Finally, students are expected to know and understand the communication standards in companies as well as their models and protocols.

Course Content

1. Expression and Communication - concepts
 - 1.1. New Communication Paradigms
 - 1.2. Written expression and its relation 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

Bibliography:

- Kotler, P. & Keller, K. (2016) Marketing Management, 15th ed., Boston: Upper Saddle River.
- Lang, L. (2014) Integrated Marketing Communications, Cambridge: C. U. P.

COMMERCIAL MANAGEMENT

LGE2220

ECTS:

4 ECTS

Degree:

Bachelor Degree in Business Management, 2nd year

General Information:

Syllabus

Description of the course:

This course aims to provide students with the technical skills necessary to perform relevant functions in the area of Commercial Management, providing contact with the latest knowledge and research in the field supported by the most widely used practical tools. The perspective assumed is that of the multidisciplinary vision of the company in the process of creating value, accompanying the transmission of the theoretical foundations of Commercial Management with the practical exemplification and training of skills.

Main goals:

- To raise students' awareness of the basic concepts of commercial management taking into account aspects related to the organization and functions of the commercial manager;
- To understand the nature of commercial management in organisations, mastering the principles that govern the commercial management process, taking into account the evolution of scientific thinking in this field, namely the construction, structuring, and management of a sales force;
- To understand how the commercial management of a company works at the level of its main functional areas, namely sales management and marketing;
- Solving problems relating to sales teams and supervision using the most appropriate tools, drawing up a commercial plan.

Skills to be developed:

- Participate in the design, development, implementation and control of commercial plans and actions;
- Analyze the company's environment and perform prospecting studies;
- Manage and monitor sales teams;
- Manage the relationship with customers;
- Apply methods and techniques of commercial management appropriate to the specificity of 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

Bibliography:

- Bertuzzi T. (2016) The Sales Development Playbook, Moore-Lake ISBN: 978-069-262-203-2.
- Kotler P., Keller, K. (2016) Marketing Management 3rd Edition, Pearson, Boston, ISBN: 978-129-209-323-9.

INVESTMENT ANALYSIS

LGE2330

ECTS:

6 ECTS

Degree:

Bachelor Degree in Business Management, 3rd year

General Information:

Syllabus

Description of the Course:

In the current context of uncertainty and funding shortages, it is essential to provide students with knowledge such as investment decision criteria, company value and risk analysis.

Main goals:

- Distinguish the different types of real investments;
- Know how to distinguish and calculate the financial flows of an investment project;
- Know the different types of costs;
- Calculate and analyse the investment decision criteria;
- Know how to distinguish the specificities of each investment decision criterion;
- Know the different sources of funding and impact on investment decision;
- Analyse and identify the risk of the investments;
- Prepare the financial part of a business plan.

Skills to be developed:

- Know the investment decision criteria;
- Analyse the conditions that must be met at the time the investment decision is taken, in particular those relating to profitability, risk, financing conditions and the strategic framework;
- Understand, and be able to apply with the specificities of each project, an analysis methodology, involving the various stages of calculating the cash-flows of an investment project and the application/use of the most appropriate analysis/indicator methods;

- Learn to use the mechanisms that allow the adoption of risk mitigation strategies that characterize the investment decision, as a clearly predictive root decision;
- Assess the consequences on 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. Cash-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. Onternal 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

Bibliography:

- Brealey, Richard; Myers, Stewart, Marcus, Alan; Fundamentals of Corporate Finance, McGraw-Hill, 2011.

MARKETING

LGE2219

ECTS:

4 ECTS

Degree:

Bachelor Degree in Business Management, 2nd year

General Information:Syllabus**Description of the course:**

Currently one of the main objectives 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, taking into account the dynamic and global context. Several concrete situations and case studies will be presented and discussed, which students should analyze, present and discuss critically, both individually and collectively.

Main goals:

- Define the concept of marketing and recognize its importance to the growth of an organization/company;
- Understand the importance of diagnosis for strategic marketing;
- Understand the consumer's buying behavior and his decision making process;
- Develop market segmentation activities, differentiation and offer positioning;
- Identify and develop strategies within the different marketing mix variables;
- Combine the different marketing elements in a coherent plan and know how to implement it.

Skills to be developed:

- Mastering the concept of Marketing and its contribution to organizations/enterprises;
- Understand the evolutionary perspective and the Marketing environment;
- Know the decision making and purchasing process and the main factors that influence consumer behavior;
- Understand the segmentation of the consumer market;
- Understand the positioning as a Marketing strategy;
- Develop and relate the variables of Marketing-Mix;
- Develop the development of a Marketing plan.

Course Content

1. An introduction to marketing
 - 1.1. The concept of Marketing
 - 1.2. The concept's evolution: from Marketing 1.0 to Marketing 4.0
 - 1.3. New Communication Paradigms
 - 1.4. The new realities of marketing
 - 1.5. Defining elements
 - 1.5.1. The Five A of the consumers' path
 - 1.5.2. Content Marketing
 - 1.5.3. Involvement Marketing
 - 1.6. Holistic Marketing
 - 1.6.1. The concept of Holistic Marketing
 - 1.6.2. The five elements of Holistic Marketing
2. Strategy and Planning in Marketing
 - 2.1. The importance of strategic planning to the organization
 - 2.1.1. Mission
 - 2.1.2. Vision
 - 2.1.3. Values
 - 2.2. The Marketing Plan
 - 2.3. Tools for marketing planning and management
 - 2.3.1. BCG matrix
 - 2.3.2. Porter's Model
 - 2.3.3. SWOT analysis
3. Marketing Environment
 - 3.1. Main forces in the companies' macro environment
 - 3.1.1. PESTAL analysis
 - 3.1.1.1. Political and Legal factors
 - 3.1.1.2. Economic Factors

- 3.1.1.3. Social and cultural factors
- 3.1.1.4. Technological factors
- 3.1.1.5. Ecological environmental factors
- 3.2. Main forces in the companies' micro environment
 - 3.2.1. Suppliers
 - 3.2.2. Competitors
 - 3.2.3. Public
 - 3.2.4. Clients
- 4. The Consumer and the consumer behaviour
 - 4.1. The science of shopping
 - 4.2. The dynamics of the decision making process
 - 4.3. The demography of shopping
 - 4.4. The experiential factor
 - 4.5. The configuration of the physical space
 - 4.5.1. The Nespresso case
 - 4.5.2. The Toys R Us case
- 5. The segmentation, targeting and positioning processes
 - 5.1. Segmentation, Targeting and Positioning in the market
 - 5.2. Processes and criteria of segmentation and targeting
 - 5.3. Strategic positioning
- 6. The Marketing-mix Management
 - 6.1. The Marketing-mix
 - 6.2. The 4 P of the Marketing-mix
 - 6.2.1. The product
 - 6.2.2. The distribution
 - 6.2.3. The price
 - 6.2.4. The communication
 - 6.3. The 4 P of current marketing
 - 6.4. Brands
- 7. Cooperative Marketing
 - 7.1. The Participation Era
 - 7.1.1. The Procter & Gamble case
 - 7.2. Marketing and Social Media
 - 7.3. Strategies of cooperative marketing
 - 7.4. Marketing Intelligence

8. The Marketing Plan

8.1. Integration and critical reflexion on the course contents

8.2. The importance of implementing marketing strategies of control and evaluation

8.3. Operational Marketing

8.3.1. Marketing actions

8.3.2. Control and evaluation systems

8.3.3. The Contingency Plan

Bibliography:

- Kotler, P. & Keller, K. (2016) Marketing Management, 15th ed., Boston: Upper Saddle River.
- Kotler, et al (2017) Marketing 4.0: Moving from Traditional to Digital, New York: Wiley.

CORPORATE FINANCE

LGE2331

ECTS:

4 ECTS

Degree:

Bachelor Degree in Business Management, 3rd year

General Information:

Syllabus

Description of the Course:

This course aims to provide students with fundamental concepts of Corporate Finance with emphasis on the major themes of corporate value and its creation, definition of financial architecture, Corporate Governance, dividend policy, financial decisions and risk management through theoretical and practical tools.

Main goals:

- To develop the problem of Corporate Finance, addressing the most relevant issues about the financial activity of the company, that is, the concepts, methods and tools that support financial analysis and decision-making in a context of certainty and uncertainty (investment and financing);
- Deepening the themes of financial diagnosis, strategic and structural issues of financial decision making, the most important decisions of value creation and stabilization, and the processes of reallocation of value in the company.

Skills to be developed:

- Master the main concepts, instruments and tools of Corporate Finance;
- Know and apply the main models and processes of business valuation;
- Apply analytical methodologies to perform the financial diagnosis of a company;
- Analyse information on the financial characteristics of companies;
- Know how to make investment and financing decisions.

Course Content

1. Introduction

- 1.1. The Financial Paradigm of the Corporation
- 1.2. The Financial Environment of the Corporation

2. Short-Term Financial Decisions

- 2.1. Short-Term Financing Operations
- 2.2. Cash Management
- 2.3. Decisions of Concession of Loans

3. Financing Decisions and the Enterprise Value

- 3.1. Financing Decisions and Financial Innovation
- 3.2. Operations with Equity Financing
- 3.3. Operations with Debt Capital Financing
- 3.4. Leasing Operations
- 3.5. Operations Funding for bonds

4. The Financial Architecture of the Corporation

- 4.1. The Cost of Capital
- 4.2. The Capital Structure and Agency Problems
- 4.3. Theories of Capital Structure

5. Dividend Policy

- 5.1. The Irrelevance of Dividend Policy
- 5.2. Dividend Policy in Frictionless Markets
- 5.3. The Agency Problems Applied to Dividend Policy
- 5.4. The Effect of Market Imperfections - Information Asymmetry
- 5.5. Theories of Dividend Policy

6 Evaluation of Enterprises

- 6.1. Method of dividends
- 6.2. Method of discounted Free Cash Flows
- 6.3. Method of Economic Value Added and Market Value Added
- 6.4. Equity methods
- 6.5. Method Dualist
- 6.6. Evaluation Method for Comparison
- 6.7. Method averages the remaining models

7. The Stabilization of Enterprise Value

7.1. The Financial Risks of the Enterprise as Element Value Loss

7.2. The Financial Risk Coverage

8. The Reallocation of Enterprise Value

8.1. The Financial Restructuring Corporate - Fusions and Acquisitions

8.2. Determination of Returns of a Fusion and Acquisition

8.3. Other Methods of Enterprise Restructuring

Bibliography:

- Brealey, R. & Myers, S.; Principles of Corporate Finance, McGraw-Hill, 2008. ISBN: 9788448160852.
- Ross, S., Westerfield, R. & Jaffe, J. ;Corporate Finance, McGraw-Hill, 2012.

TECHNOLOGIES AND MANAGEMENT SUPPORT SYSTEMS

LGE2218

ECTS:

4 ECTS

Degree:

Bachelor Degree in Business Management, 2nd year

General Information:

Syllabus

Description of the Course:

This course interconnects two distinct areas of knowledge: Informatics and Management. In this course will be developed concepts related to information systems, their application and framework in organizational environment.

Main goals:

- Describe and identify the role of Information Systems in the management of organizations;
- Characterize types of Information Systems and understand their impact within an organization;
- Use Information Systems to support management: Microsoft Excel and others.

Skills to be developed:

- Identify an information system for management and its importance in an organisation;
- Know how to use an information system for management autonomously.

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. Microsoft Excel as a management support tool

2.1. Analysis and Data Management

2.1.1. Charts

2.1.2. Operations on tables

2.1.3. Data filters

2.1.4. Tables and dynamic graphics

2.1.5. Analysis chances

2.1.6. Analysis tools

2.2. Automating tasks

2.2.1. Command macros

2.2.2. 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

3.1.3. Joomla platform

- 3.2. Statistical software R
 - 3.2.1. Introduction to software R
 - 3.2.2. Programming in R
- 3.3. Use of software Primavera BSS
 - 3.3.1. Introduction to software Primavera BSS
 - 3.3.2. Express Administrator
 - 3.3.3. Express ERP
 - 3.3.4. Express POS

Bibliography:

- Microsoft Excel 2016 Step by Step.
- Microsoft Office 2016 Step by Step.
- Gupta, H. (2011). Management Information System - An Insight. New Delhi: International Book House PVT. Ltd.
- Kelkar, S. A. (2006). Management Information Systems: A Concise Study. New Delhi: PHI Learning Pvt. Ltd.
- Laudon, K. C., & Laudon, J. P. (2002). Management Information Systems: Managing the Digital Firm. Prentice Hall.
- Lucey, T. (2005). Management Information Systems. London: Thomson Learning.
- McGraw. (2001). Management Information System - Conceptual foundations structure and development. India: Hill Education (India) Pvt Limited. Oz, E. (2006). Management Information Systems. Canada: Cengage Learning.
- Sadagopan, S. (1997). Management Information Systems. India: PHI Learning Pvt. Ltd.

ENTREPRENEURSHIP AND INNOVATION

LGH2338

ECTS:

5 ECTS

Degree:

Bachelor Degree in Hospitality Management, 3rd year

General Information:

Syllabus

Description of the Course:

Entrepreneurship and innovation are essential areas for today's managers at a time when global markets and competitiveness among companies require strategies based on the dynamics fostered by entrepreneurship and innovation. Customers expect new products and services, new experiences and value-added products and services.

It is important to be prepared to identify the entrepreneurial potential of an organization and its team and understand how entrepreneurship can contribute to use the dynamics of innovation to strengthen the performance of the company and/or organization.

Main goals:

- To awaken students' interest in entrepreneurship and innovation in the hospitality sector;
- To present and reflect on the general problems of entrepreneurship and innovation, under two focuses: as an activity and management practice and as an economic factor of job and wealth-creating Development;
- To present and characterize the innovation process in society, in companies and in the hotel industry;
- To highlight the nature of the environment in which the hotel company operates and its consequences for the new business, particularly with regard to taking advantage of opportunities, risk management and generating innovative ideas;
- To raise the students' awareness of the entrepreneurial activity, stressing the conditions for the success of start-ups, namely the aspects related to the planning of the new business and its product / service, the elaboration of the business plan, the financing options and the future management.

Skills to be developed:

- Understand the process of innovation in business and society;
- Awakening the sensitivity of students to identify business opportunities, entrepreneurship and innovation;
- Diagnose and characterize Entrepreneurship and Innovation Projects;
- Develop cognitive skills on entrepreneurship and innovation in hospitality.
- Empowering students to the perspective of innovation and entrepreneurship by rationalizing the use of resources in hospitality;
- Make ideas concrete and turn them into business;
- Framing entrepreneurship and innovation projects in national policies of economic development.

Course Content

1. Entrepreneurship

- 1.1. Concept and Relevance of Entrepreneurship
- 1.2. Types of Entrepreneurship
- 1.3. Entrepreneurship in Portugal
- 1.4. Constraints to Entrepreneurial Activity
- 1.5. Entrepreneurship as a Strategic Function

2. Innovation

- 2.1. Concept and Realities of Innovation
- 2.2. Service Innovation
- 2.3. Innovation in Portugal
- 2.4. Innovation in Hospitality Services
- 2.5. The innovation process: knowledge production and diffusion
- 2.6. The changing context: the role of innovation
- 2.7. Innovation as a strategic function

3. Innovation and Entrepreneurship

- 3.1. The nature and importance of entrepreneurship
- 3.2. New Entry Strategies and Opportunities
- 3.3. The "entrepreneurial" and "intrapreneurial" mind
- 3.4. The entrepreneurial process
- 3.5. The individual entrepreneur

4. Creativity and ideas generation

- 4.1. Creativity and new business idea
- 4.2. Idea Generation Techniques
- 4.3. The product planning and development process
- 4.4. Intellectual Property and Legal Issues with the Incorporation of a Company

5. The generic business plan in entrepreneurship

- 5.1. What is the business plan?
- 5.2. Business model and plan integration
- 5.3. Business plan information requirements
- 5.4. Critical Components of the Business Plan
- 5.5. Market analysis and external environment
- 5.6. The company: organization and operations
- 5.7. Budget and turnover estimate
- 5.8. Cash Flow Projections

6. New business financing

- 6.1. Sources of funding
- 6.2. Product risk, financing and maturation
- 6.3. Venture Capital

7. New business management

- 7.1. Growth strategy: Where can opportunities be seen?
- 7.2. Business Implications of Growth

8. Cases

- 8.1. Low cost in hospitality
- 8.2. Live beach: innovation and entrepreneurship in tourism

Bibliography:

- Drucker, Peter F.; Innovation and Entrepreneurship, Heinemann, London, 1998. ISBN: 0-434-90407-4.

PRINCIPLES OF HOSPITALITY MANAGEMENT

LGH2103

ECTS:

6 ECTS

Degree:

Bachelor Degree in Hospitality Management, 1st year

General Information:

Syllabus

Description of the Course:

The course is based on basic principles enshrined in the field of tourism and hospitality, seeking to develop theoretical knowledge, conceptual and practical fundamental to the understanding of social and economic activity, which is based on a systemic model. Thus, the curricular unit integrates a multiplicity of fundamental aspects, privileging the analysis, reflection and discussion of tourism, its evolution, organization, operation, supply and demand and trends, besides taking into account a global vision of hotel management, allowing them to develop skills that, in their professional performance, allow them to perform the various tasks inherent to the role of hotel unit manager.

Main goals:

- Know, discuss and understand the fundamental concepts of tourism;
- Describe the evolution of tourism;
- Identify the different classifications of tourism;
- Recognize the systemic perspective of tourism;
- Meet the national and international organizations of the tourism sector;
- Identify and characterize the different components of tourism demand and supply;
- Know the history of the hotel industry: past and present, evolution and trends;
- Understand the role of the hotel industry in tourism;
- Understand the specificity of the hotel product;
- Know the different forms of tourist accommodation;
- Understand the main functions of a hotel unit;
- Understand the ways of operating the tourist accommodation: independent hotels and chain hotels.

Skills to be developed:

- Acquire theoretical knowledge that allows the mastery of fundamental concepts and themes of the activity;
- Stimulate the capacity of observation, analysis and critical sense in the application of technical concepts in the area of tourism, as well as situations and contexts of the activity;
- To raise students' awareness of the importance of tourism activity, tourism experience/experience and the responsibility of tourism professionals in these fields;
- Foster personal and behavioural skills in terms of creativity, teamwork, leadership, responsibility, motivation and autonomy for success;
- Developing a taste for tourism research.

Course Content

1. Tourism

1. Tourism concepts and classifications

1.1. Leisure, leisure and tourism concept

1.2. Tourist Subject Ratings

1.3. Tourism Classifications

2. Evolution of tourism

2.1. Historical evolution of tourism

2.2. Evolution of tourism in Portugal

3. Institutional organization of tourism

3.1. National and international bodies: tasks and competences

4. Tourism system

4.1. Tourism as a system

4.2. Tourist Search

4.2.1. Demand concept and formation

4.2.2. Motivations and behaviors

4.2.3. Tourist Consumption

4.2.4. Structural and short-term determinants of tourism demand

4.2.5. Tourist demand measures and indices

4.3. Touristic offer

4.3.1. Concept, characteristics and classifications of tourism offer

4.3.2. Tourism product: characteristics, components and life cycle

5. Hotel management

5.1. Hospitality Concepts

5.2. Functional structure: legal framework

5.3. Typologies and classifications of tourist enterprises

5.4. Physical and functional organization

5.5. Hotel Service Departments

5.6. Problems and trends in housing

6. Hotel establishments

6.1. Concepts, terminologies and operations

6.2. Hotel chains: national and international

Bibliography:

- Cooper, C. & Hall, C. M.; Contemporary Tourism: An international approach, Goodfellow Publishers Limited, 2016.
- Rojo, Inmaculada Martín; Dirección y gestión de empresas del sector turístico (4ª edición), Ediciones Pirámide Madrid, 2009. ISBN: 978-84-368-2293-9.
- Raina, A. K. & Lodha. R. C.; Fundamentals of tourism system, Kanishka Publishing House, 201.

FUNDAMENTALS OF MANAGEMENT

LGH2101

ECTS:

4 ECTS

Degree:

Bachelor Degree in Hospitality Management, 1st year

General Information:

Syllabus

Description of the course:

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

Main goals:

- To make students aware of the basic concepts of management, especially related to the organization and functions of the manager;
- Understand the nature of management in organizations, taking into account the evolution of scientific thinking in this field;
- Describe the main stages of the management process, with special focus on aspects related to planning, organization, direction and control;
- Understand, briefly, how the management of a company works at the level of its main functional areas, namely production, human resources, commercial and financial management;
- To frame the company in its surroundings and in its business area, through SWOT analysis, and to emphasize the importance of social responsibility in the sustainable development of the Company;
- Based on the resolution of case studies, the student should be able to decide on adjusted solutions to be taken by companies in order to effectively achieve their objectives.

Skills to be developed:

- Assimilate the terminology and technical language used in management;
- Understand that current management is the result of decades of evolution and contributions from various authors, managers and economists;
- Adopt a panoramic view of the management dynamics of a company, viewing it as a multifaceted phenomenon;
- To know how to face the challenges and problems that a company faces and to know how to “lead the boat” towards maximizing its efficiency and effectiveness;
- To understand that the company is inserted in a context with certain characteristics and specificities that may constitute opportunities or threats to its own performance;
- Understand that the company's growth must be based on sustainable bases, in order to ensure its continuity in the market;
- Understand that the success of the company does not depend exclusively on good internal management, but also on a good relationship with the environment outside the organization.

Course Content

1. Introduction

- 1.1. Definition and management levels
- 1.2. Functions of managers
- 1.3. Skills and abilities of managers
- 1.4. Ethics and social responsibility management
- 1.5. New trends in management

2. Evolution of management theory

- 2.1. The classical theories
- 2.2. Contemporary approaches
- 2.3. New approaches to management theory

3. The process management

- 3.1. Planning
 - 3.1.1. Objectives, levels and planning tools
 - 3.1.2. Strategic management
 - 3.1.3. Decision-making
- 3.2. Organization
 - 3.2.1. Determinants of organizational structure
 - 3.2.2. Types of organizational structures

3.3. Direction

3.3.1. Motivation

3.3.2. Leadership

3.3.3. The communication process

3.4. Control

3.4.1. Management control Importance

3.4.2. The control process

3.4.3. Levels and types of control

4. Key functional areas of management

4.1. Management of Operations / Production

4.1.1. Organization of production systems

4.1.2. Operations Management

4.1.3. Quality control

4.2. Marketing Management

4.2.1. Concept, process and marketing functions

4.2.2. Segmentation, targeting and positioning

4.2.3. Marketing-mix

4.2.4. New trends in Marketing

4.3. Financial Management

4.3.1. Role of Accounting and accounting information

4.3.2. Functions of financial manager

4.3.3. Key indicators of financial analysis

4.4. Human Resource Management

4.4.1. Strategic Human Resource Management

4.4.2. Planning of human resource management

4.4.3. Compensation, incentives and benefits

FINANCIAL ACCOUNTING

LGH2216

ECTS:

6 ECTS

Degree:

Bachelor Degree in Hospitality Management, 2nd year

General Information:

Syllabus

Description of the Course:

This course aims to provide students with knowledge of concepts, principles and other accounting information in the business environment.

This conceptual and informative tool is intended to help interpret the accounting of economic and financial phenomena, and understand the impacts of the patrimonial phenomena in organizations, through the constant information of the main accounting pieces.

Main goals:

- Know the fundamental concepts of General Accounting;
- Understand how the data extracted from daily asset transactions should be translated into accounting data;
- Understand how accounting data can be used by managers in the construction and technical reading of accounting pieces.

Skills to be developed:

- Understanding the importance of applying General Accounting to the tasks of the business manager;
- Provide the student with the essential concepts of the subject and the appropriate knowledge about the various potentialities of Accounting;
- Develop in students the ability to construct and read accounting pieces.

Course Content

1. Introduction to Accounting
2. Cash and Bank Operations
3. Accounts Receivable and Payable
4. Inventories and Biological Assets
5. Investments
6. Basic capital operations
7. Expenses and incomes
8. Profits
9. End-of-period operations

Bibliography:

- Brock, H. (1988). Financial Accounting. New York: Gregg Division/McGraw-Hill.
- Horngren, C. and Sundem, G. (1990). Introduction to Financial Accounting. New Jersey: Prentice Hall.

MARKET RESEARCH

MDCM2104

ECTS:

4 ECTS

Degree:

Master in Commercial Direction and Marketing, 1st year

General Information:

Syllabus

Description of the Course:

This course aims to provide a knowledge of the practice of market research. Market research is no guarantee of success in a decision making process. It is their intelligent and creative use that can make the difference. In addition to the function of understanding customers and potential customers, market research is also important in perceiving the behaviour and intentions of competitors. Depending on the objectives of the market research, different types of market studies (traditional and innovative), recurring methodologies (qualitative and quantitative) will be identified.

Main Goals:

- To raise students' awareness of the purpose of market research and the different types of studies (traditional and innovative);
- Identify the different methodologies (quantitative and qualitative) to be adopted according to the objectives of the research;
- Design a market research plan, either quantitative including the survey by questionnaire: or qualitative using the process of tracing (observation in a physical space) when describing the steps for the preparation, implementation and exploitation of a market research.

Skills to be developed:

- Assimilate the terminology and technical language used in market research;
- Understand that market research implies sensitivities in multidisciplinary fields such as psychology, sociology, statistics, economics and management among others;

- Understand that the use of market research only reduces the risk associated with the implementation of management and marketing decisions;
- Determine in function of the nature and accuracy of the objectives a research plan, identifying the methods and techniques;
- To 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

Bibliography:

- Blythe, Jim. 2005. Essentials of Marketing. 3trd Ed. Pearson Education. FT-Prentice Hall.
- Malhotra, Naresh K.; Birks, David F. and Wills, Peter A. (2012). Marketing research. An applied Approach. Pearson. ISBN-10: 0273725858 • ISBN-13: 978027372585.
- Solomon, Michael; Bamossy, Gary; Askegaard, Søren and Hogg, Margaret K. (2006). Consumer Behaviour: A European Perspective. Pearson Education. FT-Prentice Hall.

BRAND MANAGEMENT

MDCM2103

ECTS:

6 ECTS

Degree:

Master in Commercial Direction and Marketing, 1st year

General Information:

Syllabus

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 the Digital Age.

All companies have a brand, an identity, a name, a reputation, which distinguish them from their competitors. However, while many companies recognise the importance of brands, relatively few can claim to have a strong, lasting and sustainable brand in a context of globalisation and uncertainty. Managed in a convenient way, brands can be a company's most valuable asset. Indeed, a well-managed brand can create customer loyalty and name recognition that are so strong that they can stand up to strong global competition. In this curricular unit, an in-depth approach to brand management is provided from a strategic and holistic perspective.

Main goals:

- Explain the complex and dynamic nature of the brand and identify its components, in the context of the Digital Age;
- Show how an integrated and systematic process of brand management is implemented, which contributes to enhancing customer loyalty, competitive advantage and profitability of the organization;
- To explain how a brand is managed over time and in the context of globalization;
- Explain how to manage a brand in special contexts.

Skills to be developed:

- Recognize some of the contemporary and future issues faced by brand managers, and identify ways to overcome them;
- Analyze the characteristics of the brand management process and the strategic plan of the brand;
- Conduct a strategic brand analysis;
- Generate ideas about a brand strategy for simulated brand scenarios and differentiated contexts;
- Develop the platform of a brand, using the main concepts of brand management.

Course Content

1. Introduction to the brand
 - 1.1. Multidimensional nature and meaning of the brand in Digital Era
 - 1.2. Roles and benefits of the brand
 - 1.3. Requirements of the brand
2. Nature and modeling of brand management
 - 2.1. Nature of brand management
 - 2.2. Models of brand management
 - 2.3. Main concepts of brand management
 - 2.4. Model of brand management system by processes
3. Brand management in time: extension, reinforcement, rejuvenation, and revitalization of the brand
4. Brand management in the context of globalization
5. Brand management in particular contexts
 - 5.1. Brand management in SMEs
 - 5.2. Management of industrial and B2B brands
 - 5.3. Management of service brands

Bibliography:

- Keller, Kevin Lane; Strategic Brand Management – Building, Measuring, and Managing Brand Equity, Third Edition: Pearson Prentice Hall, 2008.

MARKETING MANAGEMENT

MDCM2101

ECTS:

6 ECTS

Degree:

Master in Commercial Direction and Marketing, 1st year

General Information:

Syllabus

Description of the Course:

The Marketing Management course aims to familiarize students with the most significant trends in current marketing, focusing their particular attention on strategic marketing planning and the realities embodied by the approaches of collaborative marketing and co-creation. The learning resulting from these practices will lead to the elaboration of a Marketing Plan and a Case Study duly supported by the programmatic contents and the bibliographic support.

Main goals:

- Provide an evolutionary perspective of Marketing in recent years;
- Describe the operational advantages of holistic marketing;
- Interpret and master the concepts of Marketing Intelligence;
- Characterize the moments that constitute the strategic planning of marketing;
- Develop teamwork and group dynamics through the implementation of a marketing plan;
- Develop team work and group dynamics through the realization of a case study.

Skills to be developed:

- Identify the changes in society and companies that have accompanied the evolution of marketing trends;
- Recognize the importance of holistic marketing approaches;
- Characterize the most significant elements of collaborative marketing and co-creation;
- Design a strategic marketing planning;
- Master the theoretical and practical tools that allow the development of a marketing plan and a case study.

Course Content

1. Marketing trends of the XXI Century
 - 1.1. From Marketing 1.0 to Marketing 4.0 evolution
 - 1.2. New marketing realities
 - 1.3. Holistic Marketing
2. Collaborative Marketing
 - 2.1. Marketing and social media
 - 2.2. Digital Marketing strategies
 - 2.3. Marketing Inteligence
 - 2.4. Authenticity Marketing
 - 2.5. Co creation Marketing
3. Strategic Planning in Marketing
 - 3.1. Mission
 - 3.2. Strategic Business Units
 - 3.3. Resources Management
 - 3.4. Growth opportunities analysis
 - 3.5. Organizational culture
 - 3.6. Innovation dimensions in Marketing
4. The Marketing Plan
 - 4.1. Structure
 - 4.2. Diagnosis
 - 4.3. Strategy
 - 4.4. Implementation
 - 4.5. Evaluation
 - 4.6. How to calculate Marketing Budget

Bibliography:

- Kotler, Philip; Keller, Kevin Lane; Marketing Management, Upper Saddle River: Prentice Hall, 2015.
- Kotler, Philip et al; Marketing 4.0, Lisboa: Actual Editora, 2017.

DIGITAL MARKETING

MDCM2106

ECTS:

4 ECTS

Degree:

Master in Commercial Direction and Marketing, 1st year

General Information:

Syllabus

Description of the course:

During the last few years a unique technological revolution is promoting a digital economy, with consequences on business models and creating a truly global market. These changes have also manifested themselves in profound changes in consumer behaviour, whose role is increasingly active and participatory in organisations in order to enjoy an integrated shopping experience, and to see their expectations exceeded. This course has as main objective to increase the level of knowledge of students at the level of Digital Marketing, allowing them to broaden their understanding of its operation and importance in the context of Marketing Strategy.

Main goals:

- Identify the challenges, advantages and risks associated with a new context in which a digital strategy is fundamental in the business environment;
- Framing marketing concepts, techniques and strategies in the digital environment, using best practices;
- Implementation of marketing actions, using tools, services and other technological instruments in the digital context;
- Develop skills to implement different digital disciplines in a marketing plan.

Skills to be developed:

- Know how to formulate a marketing strategy with resources to various digital disciplines and recognize the importance of its use;
- Understand how to implement the digital component in a marketing strategy and monitor its implementation, using some specific applications.

Course Content

1. Introduction to Marketing Digital
 - 1.1. Traditional and Digital Marketing
 - 1.2. Definition of Digital Marketing
2. Digital Marketing Strategy
 - 2.1. Main stages of a Digital Marketing
 - 2.2. Applications and benefits of Digital Marketing
 - 2.3. E-commerce and E-business
 - 2.4. Different online presences
3. The role of the Web in Digital Marketing
 - 3.1. Information planning and architecture
 - 3.2. Website development
4. Content Marketing and digital content creation
 - 4.1. The importance of content marketing
 - 4.2. The creation of consumer personas
 - 4.3. Content characterization
5. Social Media Marketing
 - 5.1. The relevance of social media in a marketing strategy
 - 5.2. Objectives of social media and analysis of their effectiveness
 - 5.3. Identify the components of a social media strategy
 - 5.4. Content for social networks
 - 5.5. Monitor social networks
6. Integrated Digital Marketing Communication
 - 6.1. SEO (Search Engine Optimization)
 - 6.2. Public Relations and online partnerships
 - 6.3. Online advertising
 - 6.4. Email and mobile marketing
 - 6.5. Offline promotion
7. Digital Marketing and E-commerce
 - 7.1. E-commerce plan and strategy
 - 7.2. Technology resources
 - 7.3. E-commerce project development

8. Relational marketing using digital platforms

8.1. The challenge of customer engagement

8.2. Customer relationship management

9. Big Data and the importance of ethics in the digital context

Bibliography:

- KingsNorth, S. (2019), DIGITAL MARKETING STRATEGY, edited by LTD, K.P., KOGAN PAGE LTD, London, United Kingdom.
- Kotler, P., Kartajaya, H. and Setiawan, I. (2016), Marketing 4.0: Moving from Traditional to Digital, Marketing 4.0: Moving from Traditional to Digi.
- Rumelt, R. (2017), Good Strategy/Bad Strategy, Profile Books Ltd, London, United Kingdom.
- Ryan, D. (2016), Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, 4th Revise., Kogan Page Ltd, London, United Kingdom.

STRATEGIC MANAGEMENT

MGE2101

ECTS:

6 ECTS

Degree:

Master in Business Management, 1st year

General Information:

Syllabus

Description of the Course:

This course aims to develop the students' strategic skills, through the presentation and discussion of a set of key concepts, models and techniques of analysis in strategy that will allow them to integrate the knowledge of the various functional areas of the company and will help them to become managers who know how to make better strategic decisions in an interconnected, digitalized and turbulent business context. Emphasis is placed on the strategic challenges of international business as well as case studies that will help understand how certain companies are changing the competitive dynamics of business in the Digital Age.

To this end, it combines theory, empirical research and practical applications based on criteria of rigour and relevance, to show how companies gain and sustain competitive advantages in a long-term perspective.

Main goals:

- To provide the main concepts, models and tools for an effective strategic analysis of the external and internal contexts of organizations;
- Identify and describe the nature of the different strategies to be considered in the process of strategic formulation / training;
- Explain how to implement strategies;
- Highlight the importance of alignment of 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 to the success of organizations;
- Distinguish between strategic decisions, strategy and strategic management;
- Understand the different levels of planning and how strategies should evolve in time;
- Understand the impact of 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 and the Digital Age;
- Know how to develop 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 process
 - 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

Bibliography:

- ROTHARMEL, Franck T (2013), Strategic Management: Concepts and Cases, New York: McGraw-Hill.

MONETARY AND DIGITAL ECONOMY

MGE2103

ECTS:

6 ECTS

Degree:

Master in Business Management, 1st year

General Information:

Syllabus

Description of the Course:

The macroeconomic environment is a constant challenge for any manager, as it imposes a set of constraints, which are fundamental to management decisions, and are not directly controlled by it. As we are well aware of the current economic and financial crisis, the unexpected change in these variables may condition the success of an entire management strategy, and it is essential that the manager has the ability to anticipate and react to such changes. We are talking about concepts as relevant as outputs growth, inflation, unemployment, the interest rate or the exchange rate.

This becomes particularly relevant in a globalised world, where internationalisation can be decisive for the success of the company's strategy. Therefore, after a general presentation of the financial system and the concept of currency, we will focus our attention on the money market and the foreign exchange market. Next, the consequences of monetary policy will be analyzed and characterized. We will also study the occurrence of financial crises and monetary unions, where we will be able to address the most important current issues that are the recent global financial crisis and the difficulties that the Euro Zone has been facing.

Thus, we will address the fundamental aspects of the functioning of money and foreign exchange markets, assess the possible consequences of monetary policy, and explore the financial innovation that has characterized the markets in their various aspects.

Main goals:

- Provide students with knowledge of the fundamentals and functioning of financial markets, more specifically the money market and the foreign exchange market;
- Describe the role of money in the economy and its evolution in digital format;
- Characterize the money market;
- Analyse and describe the possible consequences of monetary policy;
- Understand the functioning of the foreign exchange market;
- Understand the financial crises and the performance of the current economy.

Skills to be developed:

- 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 evaluate their impact on the company;
- To have an overview of the dynamics of the financial markets and understand how to capitalize on these dynamics for the benefit of the company;
- Know how to interpret, understand and discuss the past, present and future evolution 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. Characterization of the financial system
 - 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 of 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 characterization of Central Banks

4.2.4. Characterization of the European System of Central Banks

4.2.5. Monetary aggregates

5. Monetary policy

5.1. Definition and characterization 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 characterization 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 rate

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. Possible resolution factors of the Crisis

7.6. The description of the current economy

Bibliography:

- Mishkin, Frederic S.; Economics of Money, Banking, and Financial Markets, 10^a ed., Prentice Hall: Boston, 2012. ISBN: 9780132770248.

ENGLISH LANGUAGE I

LGH2105

ECTS:

6 ECTS

Degree:

Bachelor Degree in Hospitality Management, 1st year

General Information:

Syllabus

Description of the Course:

This course aims at the progressive acquisition of grammatical, lexical, semantic and pragmatic knowledge through active and passive comprehension and written and oral expression, so that the student, at the end of the semester, is close to reach level B2 of the Common European Framework of Reference for Languages.

Main goals:

- Development of students' skills in understanding and Communications;
- Development of students' capacity to investigate, obtain and manage information.

Skills to be developed:

- Listening comprehension;
- Understand the English language used by native speakers of several English-speaking countries and extract specific information from any audio text;
- Reading comprehension;
Extract specific information from real English language texts related to the world and students' experiences;
- Oral Expression;
• Be able to give presentations in English, interact with the teacher and colleagues in English, with some degree of flexibility in terms of time and verbal structures;
- Written expression;
• Be able to write reports and other texts related to the world in which the student is inserted.

Course Content

Themes

1. Arrivals
 - 1.1. Cultural differences in greetings
 - 1.2. Welcoming visitors
 - 1.3. Greeting and introducing
 - 1.4. Car hire
2. A place to stay
 - 2.1. Welcoming guests
 - 2.2. Client perceptions of hotels
 - 2.3. Registering new arrivals
 - 2.4. Hotel information
3. Tourist information services
 - 3.1. Assessing customer types
 - 3.2. Recommendations / Giving directions
 - 3.3. Recommending and promoting

Grammar

1. Verb tenses:
 - 1.1. Present simple
 - 1.2. Present continuous
 - 1.3. Present perfect
 - 1.4. Future prepositions
2. Vocabulary
 - 2.1. Greeting and introducing
 - 2.2. Where things are
 - 2.3. Giving directions

Bibliography:

- Robin Walker & Keith Harding; Tourism 2 - Encounters, Oxford University Press, 2007.
- Leo Jones; Working in English, Cambridge University Press, 2015.

ENGLISH LANGUAGE III

LRE2219

ECTS:

4 ECTS

Degree:

Bachelor Degree in Business Relations, 2nd year

General Information:

Syllabus

Description of the Course:

This course aims at leading students to the development of understanding and production skills, both oral and written, in English language, through the progressive acquisition and application of grammatical, lexical, semantic and pragmatic knowledge, in such a way that students have consolidated, at the end of the semester, the level B2 of the Common European Framework of Reference.

Main goals:

This course has as a central objective the development of students' understanding and communication skills, as well as the promotion of research and information management skills with a view to their progressive autonomy and application of those same learning in different academic and professional contexts.

Skills to be developed:

- Listening comprehension: understand the English language when used by native speakers from different English-speaking countries and extract specific information from oral speeches, audio texts or videos;
- Reading comprehension: understanding the message globally from different texts and extracting specific information from real English language texts related to the world and students' experiences;
- Oral production: making presentations in English and interacting with the teacher and colleagues, expressing themselves in English with flexibility and fluency;
- Written production: writing reports and other texts related to the world in which the students are inserted.

Course Content

Themes

1. Tourist guides and managers
 - 1.1. Job opportunities, training and qualifications for tour guides
 - 1.2. Standards of performance in business, leadership and management skills
2. Hotel entertainment
 - 2.1. Activities for different groups
 - 2.2. Customer care
3. Specialized tourism
 - 3.1. Local specialized tourism and cross-cultural misunderstandings
 - 3.2. A review
4. Business travel
 - 4.1. Cultural awareness
 - 4.2. Business travel and the tourism industry
 - 4.3. A conference enquiry by e-mail

Grammar

1. Verb tenses (present, past, future and imperative)
2. Modal verbs
3. Expressions to talk about dimensions
4. Indefinite pronouns
5. Other contents that arise from questions posed by students or during the analysis of current documents

Vocabulary:

1. Explaining arrangements
2. Language of aiming and dealing with crisis
3. Cultural gestures and signs
4. Requesting information
5. Describing dimensions, capacity and facilities of different equipment and services
6. Words and expressions specifically related to each thematic area of the programme.

Bibliography:

- Robin Walker and Keith Harding; Tourism 2 - Encounters, Oxford University Press, 2007.

SPANISH LANGUAGE I

LRE2106

ECTS:

6 ECTS

Degree:

Bachelor Degree in Business Relations, 1st year

General Information:

Syllabus

Description of the Course:

Initial level of Spanish for professional purposes. (A1).

This Curricular Unit follows the Common European Framework of Reference for Languages.

Main goals:

The main objective of this course is to teach students the tools and concepts needed to express themselves with a clear and precise language in a work situation.

Skills to be developed:

In the contact sessions the teacher will focus the following skills: listening comprehension, oral interaction, written expression, grammatical and lexical acquisition.

At the end of this course, the student should be able to:

- Produce simple sentences about their interests, professional and everyday life;
- Ask and answer questions about his own or others and about their needs in a work environment;
- Develop both intercultural competence and linguistic knowledge, skills and attitudes that enable the student to communicate and overcome cultural boundaries.

Course Content

1. Communication functions:

- 1.1. Formal and informal greetings and goodbyes
- 1.2. Giving and asking for personal information: nationality, origin, age, etc.
- 1.3. Introducing oneself
- 1.4. Communication control resources
- 1.5. Asking and telling the time
- 1.6. Expressing habitual actions
- 1.7. Describe professional activities
- 1.8. Describe objects: color, shape, size, etc.
- 1.9. Express the frequency with which we do things.
- 1.10. Talk about family
- 1.11. Talk about actions in development
- 1.12. Describe a person: their physique and character
- 1.13. Compare people or things
- 1.14. Describe relationships
- 1.15. Expressing likes and preferences
- 1.16. Expose hobbies
- 1.17. Show agreement or disagreement
- 1.18. Buy a product: ask for prices, quantities and qualities

2. Grammar content:

- 2.1. Personal pronouns and subject tones
- 2.2. Present tense verbs: ser, tener, estar, ir
- 2.3. The alphabet
- 2.4. Relationship between spellings and phonemes
- 2.5. Gender and number concordance
- 2.6. Defined and indefinite articles
- 2.7. Numerals
- 2.8. Reflexive verbs
- 2.9. Possessive adjectives
- 2.10. Adverbs of place: there is /is
- 2.11. Demonstratives
- 2.12. Interrogatives
- 2.13. Past perfect
- 2.14. Denial
- 2.15. Expressing duration
- 2.16. Expressions of frequency
- 2.17. Verbal periphrases: Be + gerund, ir+a+infinitive, hay+que, tener+que
- 2.18. Simultaneity to the + infinitive
- 2.19. But/but(what)

- 2.20. The comparison
- 2.21. Types of letters: formal, informal
- 2.22. Verb to like
- 2.23. Also / Neither
- 2.24. Me yes / Me no
- 2.25. Demonstratives
- 2.26. Personal pronouns

3. Lexical contents

- 3.1. Professions and companies
- 3.2. Personal and professional data
- 3.3. Itineraries
- 3.4. The office
- 3.5. Sports
- 3.6. Business organization chart
- 3.7. Agenda and planning
- 3.8. The weather
- 3.9. Business and leisure activities
- 3.10. Opinions about work
- 3.11. Remuneration and taxes
- 3.12. The working day
- 3.13. A new technology: Wi-Fi
- 3.14. Negotiation
- 3.15. Specific lexicon of the area of the degree.

4. Cultural contents: Introduction to the professional, socio-cultural and intercultural knowledge and behaviour of Spanish-speaking countries.

Bibliography:

- DE PRADA, M. y MARCÉ P.; Entorno Laboral, Edelsa, 2017. ISBN: 978-84-9081-606-6.

SPANISH LANGUAGE III

LGH2221

ECTS:

4 ECTS

Degree:

Bachelor Degree in Hospitality Management, 2nd year

General Information:

Syllabus

Description of the Course:

Intermediate level (B1.1) of Spanish language aimed at the business world.

Main goals:

The main goal of this course is to teach students the tools and concepts necessary to be able to function in a Hispanic environment in different sectors of the business world.

Skills to be developed:

In the contact sessions the teacher will focus in a practical and theoretical way on the following skills: listening comprehension, oral expression and interaction, written expression, acquisition of grammatical and lexical competence.

At the end of this curricular unit, the student should be able to:

- Develop basic skills of understanding and expression in Spanish;
- Search and manage the information that enables continuous and autonomous learning;
- To reach the level B.1. of the CEFR (Common European Framework of Reference for Languages).

Course Content

1. Communicative functions
 - 1.1. Talking about habits in the present
 - 1.2. Present your company and describe your position
 - 1.3. Relate past experiences
 - 1.4. Expressing prohibition and obligation

- 1.5. Transmit messages
- 1.6. Summarize an argument
- 1.7. Talk about future actions and situations
- 1.8. Giving advice
- 1.9. Expressing wishes, claims and needs
- 1.10. Evaluate situations

2. Grammatical contents All the structures of level A.1 and A.2.

- 2.1. Review of past tenses (p. Imperfect, Indefinite and Perfect)
- 2.2. Imperative
- 2.3. Neutral article lo
- 2.4. Future of callsign
- 2.5. Present of subjunctive
- 2.6. Past perfect
- 2.7. Uses of connectors (although)
- 2.8. Placement of the pronouns with imperative
- 2.9. Superlative: very and very much

3. Lexical contents:

- 3.1. Detailed description of a job
- 3.2. Evaluating candidates for a job
- 3.3. Patents
- 3.4. Inventions
- 3.5. Franchising
- 3.6. International fair
- 3.7. Work stress
- 3.8. Health and safety at work
- 3.9. Teleworking

4. Cultural contents: Introduction to professional, socio-cultural and intercultural knowledge and behaviour in Spanish-speaking countries

Bibliography:

- DE PRADA, M. y MARCÉ P.; Entorno Laboral, Edelsa, 2017. ISBN: 978-84-9081-606-6.

FRENCH LANGUAGE II

LGH2220

ECTS:

4 ECTS

Degree:

Bachelor Degree in Hospitality Management, 2nd year

General Information:Syllabus**Description of the Course:**

This course aims to put the learner in contact with the French language in accordance with part of the markers described in the Common European Framework of Reference for Foreign Languages for level A2 (elementary). The aim is to provide a communicative competence in French that allows to communicate in simple and routine tasks, which require a direct exchange of information on familiar and professional matters.

Main goals:

This course is intended to prepare the student to interact efficiently in simple tasks and routines, which require a direct exchange of information on personal and professional matters, in an appropriate and agile.

In this sense, this curricular unit assumes as main objectives:

- To understand isolated and frequent sentences related to areas of immediate priority;
- To correctly read simple sentences in informative notes simple professional documents, short articles;
- To write simple texts, such as professional notes, messages, emails to request / communicate information, submit complaints, etc.

Skills to be developed:

- Understand a native speaker who expresses himself clearly, in a normative and informal register, with a normal to fast debit;
- Interact in a fluid way, using a lexical repertoire and simple grammar tools, on subjects and in familiar professional contexts; describe in a simple way his formation, his surroundings and also refer subjects related to immediate needs;

- Communicate in simple tasks and routines that require a direct exchange of information on familiar and familiar topics;
- Produce simple written texts such as notes and brief reports; descriptions; letters/e-mails;
- Compare socio-cultural phenomena and aspects and professional partners.

Course Content

1. Revisions

2. Taking information (administrative communication)

3. Explain what we are going to do: Propose a program (talk to the near future)

4. Talking about oneself (body/health)

5. Explain what you have done (talking about yourself and others in the past tense)

6. Process written requests

Bibliography:

- Miguel, C.; Vite et bien, 2e édition A1 A2, CLE, 2018. ISBN: 978-2-09-038523-6.
- Corbeau, S.; Dubois, C.; Penfornis, J-L; Semichon, L.; Hôtellerie-restauration.com, CLE, 2013. ISBN: 978-2-09-038046-0.