

ECTS Information Package: Degree Programme

Bachelor's degree in

HUMAN RESOURCES MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

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A - General Description

Programme Title - Gestão de Recursos Humanos e Comportamento Organizacional

Qualification awarded - Bachelor's degree in Human Resources Management and Organisational Behaviour

Level of qualification - First-Cycle degree, ISCED Level 6, EQF Level 6

Specific admission requirements

General

In order to be eligible to this bachelor's degree, students must hold the high-school diploma or legally equivalent qualification. Application can also be made through the following special entry routes:

- Students coming from the Portuguese education system through re-admission, degree change and transfer schemes;
- Holders of a Foundation Course Diploma (CET);
- Adults aged more than 23 who have passed tailor-made examinations intended to assess their ability to pursue higher education studies;
- Holders of Intermediary or Graduate degree diplomas;
- Students coming from foreign higher education.

Specific

Holders of one of the following national access examinations are accepted for direct entry in the bachelor's degree in Human Resources and Organisational Behaviour: (09) Geography, (04) Economics, (17) Mathematics for social sciences with a minimum score of 95 points out of 200.

Without prejudice to the general admission requirements and based on IPT's internal regulations, the following applicants may be admitted to the bachelor's degree in HRM and Organisational Behaviour subject to admission quotas:

- applicants from the following regions: Castelo Branco, Leiria, Portalegre and Santarém (50%);

Specific arrangements for recognition of prior learning (formal, non-formal and informal)

General

The policy and procedures for accreditation of prior learning are specified in the Regulations for the Recognition and Validation of Qualifications and skills of Escola Superior de ESGT-IPT available at <http://webmanager.ipt.pt/mgallery/default.asp?obj=4535>

Specific

Not applicable.

Qualification requirements and regulations:

180 ECTS credits distributed across 6 curricular semesters (3 years), each with 40 weeks of full-time study (20 weeks per semester). Total study hours per year: 1620 (1 ECTS credit = 27 study hours). The course curriculum comprises 6 compulsory modules per semester, except for the second semester of the first year which includes one optional module to be selected from the following areas: languages, accounting, ICT and psychology.

Profile of the program:

This programme aims at fostering the acquisition of know-how and skills to meet the challenges of the new millennium in terms of organisational behaviour management; developing management and leadership processes with a view to achieving organisational effectiveness, constant follow-up and updating as well as fostering the appropriate articulation between academic methods/expertise and the labour world. And also trying to enhance the individual as "the utmost resource" and the distinguishing feature of Human Resources Management. The title of the programme is implicitly related with such functions as human resources management, strategic HRM, recruitment and selection, vocational training and counselling, administrative HRM, organisational health, career management, consultancy in the sphere of organisational behaviour.

Specific objectives:

- . Provide a sound theoretical training;
- . Obtain recognition from the industry;
- . Offer a wide range of career options and employability opportunities;
- . Provide strong links to the industry and state-of-the-art practices
- . Provide the students with the opportunity to get in touch with the national and international business contexts;
- . Provide a range of transversal administration skills needed to better understand the organizational reality;
- . Provide a sound base of skills specific to a HRM career that are crucial to achieve high standards of professional performance;
- . Provide a sound working knowledge of ethical principles and good professional practices.

Key learning outcomes:

Holders of a degree in HRM and Organisational Behaviour should be able to:

- design HRM strategies; contribute to change cultural mindsets and organisational development; influence cultural and organisational environment change; design management and personal enhancement policies in line with the organisation's global strategy; appropriately select and apply management and personal enhancement techniques; provide guidance in negotiation and conflict processes; apply social legislation and regulations; collaborate in the global management of the organisation in the technical, behavioural and administrative spheres; develop relational and self-knowledge competencies; develop health and safety at work policies; design and implement skills that promote organisational efficiency/effectiveness; provide teacher training; train researchers in the social sphere of organisations.

Occupational profiles of graduates with examples:

According to the profile defined by the WFPMA, different levels and roles can be distinguished for HR practitioners. Graduates will be able to perform functions such as:

- Top Administrators/Managers;
- Functional Specialists;
- Team Leaders;
- Intermediate or Executive Managers.

Depending on their position within the organisation, they can have either specialist, generalist or strategic duties as follows:

- HR director;
- HR manager and official;
- Adviser to the Board;
- Organizational Behaviour Consultant;
- Vocational Training Manager and Consultant;
- Consultant and Specialist;
- Public Relations Director;
- Corporate Communication Officer.

Access to further studies:

The bachelor's degree in Human Resources Management gives access to second-cycle and postgraduate programmes in accordance with the admission regulations specified for those programmes. At ESGT, it gives access to the Masters degree in Human Resources and other degrees in management related areas.

Course structure diagram with credits

Course Title	Year	Semester	Credits
Computer Applications	1	S1	5
Fundamentals of Law	1	S1	5
Mathematics for Social Sciences	1	S1	5
Political Economics	1	S1	5
Psychology	1	S1	5
Research Methodologies in Human Sciences	1	S1	5
HRM History and Theories	1	S2	5
Introduction to Management	1	S2	5
Labour Economics	1	S2	5
Labour Law	1	S2	5
Option - (Year1/Sem2)	1	S2	5
op:	1	S2	
Social Psychology	1	S2	5
Administrative Management and HR Auditing	2	S1	6
Community Law	2	S1	5
Consumer Psychology	2	S1	4
Introduction to Finance	2	S1	5
Process Management and Optimisation	2	S1	5
Statistics for Social Sciences	2	S1	5
Health and Safety at Work	2	S2	5
Multicultural Management	2	S2	5
Non-Parametric Statistics	2	S2	5
Organisational Culture and Communication	2	S2	5
Skills Management and Performance Appraisal	2	S2	5
Strategic Planning	2	S2	5
Code of Ethics and Social Responsibility	3	S1	3
Market Research and Surveying	3	S1	5
Organisational Development	3	S1	5
Recruitment and Selection	3	S1	5

(*) This course may not be available in certain academic years. Please confirm availability with the Erasmus coordinator.

Course structure diagram with credits (cont.)

Course Title	Year	Semester	Credits
Team Leadership and Management	3	S1	6
Training Methods	3	S1	6
Active Training Methods	3	S2	5
Conflict Management and Negotiation	3	S2	6
Integrated HR Project	3	S2	6
Placement/Internship	3	S2	10
Seminar: Creativity and Innovation	3	S2	3

Examination regulations, assessment and grading

General

General assessment rules are in line with the Portuguese law and described in the Academic Regulations of ESGT-IPT available at <http://webmanager.ipt.pt/mgallery/default.asp?obj=4538>.

The licenciado degree is awarded a final grade between 10 and 20 within a 0/20 scale as well as its equivalent in the European grading scale.

Specific

During the third year the students must undertake a curricular internship in human resources with the duration of 270 hours corresponding to 10 ECTS credits.

Graduation requirements:

Completion of the program requires successful completion of all the modules within it including the preparation of an internship report so as to accumulate 180 ECTS, of which 175 are compulsory and 5 are selected among optional modules available in the programme in compliance with general and specific assessment regulations.

Mode of study:

Full- or part-time in accordance with ESGT/IPT'S applicable regulations.

Program director or equivalente

Director: Maria Fernanda Pires Aparício

Erasmus coordinator: Paula Alexandra da Cruz Silva Pina de Almeida

ECTS coordinator: Sílvio Manuel da Rocha Brito

B - Description of individual course units

Course unit title	Computer Applications
Course unit code	964003
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Célio Gonçalo Cardoso Marques
Learning outcomes of the course unit	Consolidate the importance of ICT in human resources management(1). Develop the ability to explore tools such as word processing(2), spreadsheets(3), and presentations(4). Explore Internet, Web 2.0(5) and security and privacy resources(6). Implement IT solutions in human resources management (7).
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not Applicable
Recommended optional programme components	Not Applicable
Course contentes	1) Information and Communication Technologies 2) Word Processing: Microsoft Word. 3) Spreadsheets: Microsoft Excel. 4) Presentations: Microsoft Powerpoint and Prezi. 5) Internet and Web 2.0. 6) Security and Privacy. 7) Computer Solutions in Human Resources Management and Organizational Behaviour.
Recommended or required Reading	<ul style="list-style-type: none"> - Marques, C.(2019). <i>Tecnologias de Informação e Comunicação</i>. Tomar: Instituto Politécnico de Tomar - Campos, R. e Silva, V. e Marques, C. e Mendes, J. (2010). <i>Microsoft Excel 2007: Exercícios com Funções</i>. Tomar: Instituto Politécnico de Tomar - Marques, C.(2019). <i>Internet e Web 2.0</i>. Tomar: Instituto Politécnico de Tomar - Marques, C.(2019). <i>Segurança e Privacidade</i>. Tomar: Instituto Politécnico de Tomar
Planned learning activities and teaching methods	Theoretical and practical laboratory sessions involving problem-solving, demonstrations and discussion sessions.
Assessment Methods and criteria	Open-book test (70%) and practical work with public discussion (30%), with minimum pass mark of 7/20 in each assessment component. Open-book test in exam.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not Applicable

B - Description of individual course units

Course unit title	Fundamentals of Law
Course unit code	964006
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Paula Alexandra da Cruz Silva Pina de Almeida
Learning outcomes of the course unit	An overview of the legal system and its relationship with other regulations. students should understand the dynamic of legal diplomas and existing sources of law. They should also be familiar with the political organisation of the State and be able to identify the branches of law.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	1.Introduction. Concept of Law. 2.The elements of Law. 3.Sources of Law. 4.Branches of Law. 5.Interpretation and integration of Law. 6.Obligations.
Recommended or required Reading	- Justo, A.(2012). <i>Introdução ao Estudo do Direito</i> . Coimbra: Coimbra Editora - Rodrigues, L.(2012). <i>Introdução ao Direito - Geral Interno e da UE e Internacional</i> . Lisboa: Editora Quid Iuris
Planned learning activities and teaching methods	Lectures and worksheets.
Assessment Methods and criteria	Two mid-term written tests and final exam.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Mathematics for Social Sciences
Course unit code	964042
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Cristina Maria Mendes Andrade
Learning outcomes of the course unit	1. Students will acquire knowledge in: 1.1. mathematical analysis 1.2. financial mathematics 1.3. linear algebra 2. will be provided with mathematical tools needed for problem-solving 3. will develop logical reasoning skills
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable
Recommended optional programme components	Not applicable
Course contents	I - Mathematical Analysis 1. Basics of algebraic calculus 2. General considerations on real functions of a real variable 3. Differential calculus and its applications 4. Integral calculus and its applications 5. Basics of financial mathematics II - Linear algebra 1. Basics of matrices and determinants 2. Algebra of matrices 3. Rouché theorem and linear equations systems resolution
Recommended or required Reading	- Byleen, K. e Barnett, R. e Ziegler, M. (2011). <i>Calculus for Mathematics for Business, Economics, Life Sciences and Social Sciences</i> . USA: Pearson Education - Hostetler, R. e Edwards, B. e Larson, R. (2006). <i>Cálculo</i> . Brasil: McGraw Hil - Ferreira, M. e Amaral, I. (2009). <i>Exercícios de Primitivas e Integrais</i> . Lisboa: Edições Sílabo
Planned learning activities and teaching methods	Conventional lectures and expository lessons. Practical classes focus on problem-solving fostering student involvement. Computer resolution of mathematical problems is provided as possible.
Assessment Methods and criteria	Continuous assessment: T1 (0-5 val.)+ T2 (0-10 val.)+ T3 (0-5 val.) mandatory and all closed-book. Final assessment: one closed-book written test graded 0-20 covering all subject matters taught. (minimum pass mark: >10)
Language of Instruction	Portuguese
Work placement(s)	Not applicable

B - Description of individual course units

Course unit title	Political Economics
Course unit code	964005
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Sérgio Paulo Leal Nunes
Learning outcomes of the course unit	The students should be able to: a) Understand and describe economic issues b) Use statistical and bibliographical data sources to obtain the relevant information for specific problems c) Write reports on economic issues d) Solve applied exercises
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	1.Basic concepts of economic science. 2.National accounting as a technique for measuring economic activity.3.Policy-mix and its impact on the external environment of an economical unit as applied to Portuguese economy. 4.Analysis and discussion of present and future topical international issues.
Recommended or required Reading	- Bernanke, B. e Frank, R. (2033). <i>Princípios de Economia</i> . Lisboa: McGraw-Hill - Wells, G. e Krugman, P. (2014). <i>Essentials of Economics</i> . New York: Worth Publishers
Planned learning activities and teaching methods	Lectures and case study analysis.
Assessment Methods and criteria	Students may choose between: a) Continuous assessment: individual intermediate tests with 10/20 as the minimum passing grade. b) Final exam: 10/20 as the minimum passing grade.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Psychology
Course unit code	964004
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Isabel Maria da Cruz Ferreira
Learning outcomes of the course unit	On completion of the module the students should understand the subject of Psychology, view Man as a biopsychosocial unit and every individual as a unique human being.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	1.Introduction 2.Biological foundations of behaviour 3.Interactional aspects of behaviour 4.Cognition: Perception; Memory; Thought; Language 5.Motivation 6.Learning processes 7.Development psychology 8.Emotions 9.Intelligence
Recommended or required Reading	<ul style="list-style-type: none"> - DAVIDOFF, L.(2001). <i>Introdução à Psicologia..</i> São Paulo: Mc Graw-Hill. - EYSENCK, M.(2017). <i>Manual de Psicologia Cognitiva..</i> Porto Alegre: Artmed. - FELDMAN, R.(2017). <i>Introdução à Psicologia..</i> São Paulo: McGraw Hill. - GLEITMAN, H.(2014). <i>Psicologia..</i> Lisboa: Fundação Calouste Gulbenkian. - MYERS, D.(2017). <i>Psicologia..</i> Rio Janeiro: LTC. - NOLEN-HOEKSEMA, S.(2018). <i>Introdução à Psicologia..</i> São Paulo: Cengage.
Planned learning activities and teaching methods	Theoretical/practical classes supported by datashow and case study analysis.
Assessment Methods and criteria	- Two mid-term written tests for admission to or exemption from final examination. - Pre-established written examination periods. - Specific assessment conditions found in unit specifications;
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Research Methodologies in Human Sciences
Course unit code	964002
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Maria Alexandra Falcão Bento Baptista Vilhena de Carvalho
Learning outcomes of the course unit	This module aims to provide the students with skills that will allow them to develop research activity in human sciences related issues as a basis for other modules belonging to their programme of study as well for further studies or their future profession.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	I - Breaking with common-sense. II - Research methods and techniques in human sciences III - Research strategies and stages. IV - General Methodology. V - Methods and techniques. Fieldwork; Surveys and questionnaires; The interview. VI - The research. VII - The hypothesis. Assumptions and operational work. VIII - Sampling.
Recommended or required Reading	- Santos Silva, A. e Pinto, J. (2006). <i>Metodologia das Ciências Sociais</i> . Lisboa: Edições Afrontamento - Quivy, R. e Campenhoudt, L. (2008). <i>Manual de Investigação em Ciências Sociais</i> . Lisboa: Gradiva - Sampieri, R. (2007). <i>Metodologia de Pesquisa</i> . Brasil: McGraw Hill - Ghiglione, R. e Matalon, B. (1993). <i>O Inquérito - Teoria e Prática</i> . Oeiras: Celta
Planned learning activities and teaching methods	Lectures and tutorials.
Assessment Methods and criteria	Continuous assessment: written test (60%) and practical assignments carried out in class (40%). An average mark of 10/20 exempts students from taking the exam. Final assessment: a written test (100%).
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	HRM History and Theories
Course unit code	964011
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Maria Alexandra Falcão Bento Baptista Vilhena de Carvalho
Learning outcomes of the course unit	Students should be able to understand the history and evolution of the theories of Human Resource Management, in order to be provided with a solid knowledge base on the issue of organizations, their definition and organizational objectives.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contentes	I - Introduction. 1.1 The Organization and its different levels. II - An overview of the various Organizational Theories. III - Analytical Structures: Organizational Metaphors. IV - Organizational Structures. V - Organizational Design. VI - Challenges of contemporary organizations. VII - Presentation of case studies on the topics discussed.
Recommended or required Reading	- Ferreira, J.(2001). <i>Manual de Psicossociologia das Organizações</i> . Lisboa: McGraw-Hill - Bilhim, J.(2005). <i>Teoria Organizacional. Estruturas e Pessoas</i> . Lisboa: Instituto Superior de Ciências Sociais e Políticas - Meirinhos, V. e Vaz, E. (2010). <i>Recursos Humanos - Das Teorias às Boas Práticas</i> . Santo Tirso: Editorial Novembro
Planned learning activities and teaching methods	Lectures and practical sessions.
Assessment Methods and criteria	Continuous assessment: end-of-module test (60%) and assignment presentation (48%). Requirement: minimum of 50% of overall mark in each component. Examination: final written assessment
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Introduction to Management
Course unit code	964043
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Gonçalo Nuno Rodrigues Brás
Learning outcomes of the course unit	On completion of the module, students are expected to understand all basic concepts needed to undertake a degree in management.
Mode of delivery	----
Prerequisites and co-requisites	na
Recommended optional programme components	na
Course contentes	1. What is an Organization? 2. Management by objectives 3. The Production Function. 4. The Financial function 5. The Commercial Function. 6. The Role of Human Resources.
Recommended or required Reading	<ul style="list-style-type: none"> - Nelson Santos, A. e Maria Trigo, V. (1991). <i>Pequenas Empresas – Sucessos e Insucessos</i>. (Vol. 1). Lisboa: Edições Sílabo - J. R. T, A. e S. N. , C. (2000). <i>Introduction to Materials Management</i>. (Vol. 1). London: Prentice Hall - Baranano, A.(2004). <i>Métodos e Técnicas de Investigação em Gestão</i>. (Vol. 1). Lisboa: Edições Sílabo - Buckingham, M.(2005). <i>Gestor de Sucesso</i>. (Vol. 1). Lisboa: Biblioteca Exame
Planned learning activities and teaching methods	- Current issues and case study discussion; review of existing assignments based on the topics discussed in the classroom;
Assessment Methods and criteria	Final test (100%). A final exam for students who did not achieve the minimum standards (10/20) established for continuous assessment.
Language of Instruction	Portuguese
Work placement(s)	NA

B - Description of individual course units

Course unit title	Labour Economics
Course unit code	964009
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Sérgio Paulo Leal Nunes
Learning outcomes of the course unit	The students should be able to: a) Understand and describe the special characteristics of labor market b) Discuss about the main labor market policies c) Apply economic analysis to address specific labour market related issues.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable
Course contentes	1. Introduction 2. Labour supply 3. Labour demand 4. Labour market equilibrium 5. Human capital 6. Labour market discrimination 7. Labour unions and collective bargaining 8. Unemployment 9. The Phillips curve: trade-off between inflation and unemployment.
Recommended or required Reading	- Nordhaus, W. e Samuelson, P. (2005). <i>Economia</i> . Lisboa: McGraw-Hill - Borjas, G.(2005). <i>Labor Economics</i> . Lisboa: McGraw-Hill
Planned learning activities and teaching methods	Course content is delivered through lectures, case study analysis and applied exercises.
Assessment Methods and criteria	The student may choose between a) Continuous assessment: individual midterm tests with 10/20 as the minimum pass grade and b) Final exam: 10/20 as the minimum pass grade.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable

B - Description of individual course units

Course unit title	Labour Law
Course unit code	964010
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Cláudia Liliana Sousa Rosa Henriques
Learning outcomes of the course unit	Students should familiarise themselves with the regulations governing labour relationships and understand the respective tools, discriminate between collective and individual Law, identify types of contracts, rights and duties of the contractual parties and contract termination modes.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contents	1.Introduction. 2.Institutional frameworks. 3.Sources of Labour Law. 4.Rights of Personality. 5.Individual labour contract. 6.Jurisprudential sources.
Recommended or required Reading	- Almeida, P.(2014). <i>Manual de Direito do Trabalho</i> . (Vol. 1). (pp. 1-203). IPT-Tomar: Reprografia do IPT - Leitão, L.(2012). <i>Direito do Trabalho</i> . Coimbra: Almedina
Planned learning activities and teaching methods	Lectures and case study analysis.
Assessment Methods and criteria	Two mid-term tests (40% of final mark each) + an assignment with class presentation (20%) or final exam.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Social Psychology
Course unit code	964008
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	First Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Isabel Maria da Cruz Ferreira
Learning outcomes of the course unit	On completion of the module students should have acquired basic knowledge of social psychology, be able to manage organisational behaviour and have acquired interpersonal and intergroup relationship skills.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	1.Origins and history of Social Psychology 2.Formation of impressions 3.Attitudes 4.Social influences 5.Intergroup relationships and conflicts 6.Causes
Recommended or required Reading	<ul style="list-style-type: none"> - LEYENS, J.(2015). <i>Psicologia social</i>. Lisboa: Edições 70. - LIMA, M.(2003). <i>Temas e debates em Psicologia Social: Identidade, conflitos e processos sociais - A Psicologia Social na prática</i>. Lisboa: Livros Horizonte. - MONTEIRO, M. e VALA, J. (2017). <i>Psicologia Social</i>. Lisboa: Fundação Calouste Gulbenkian. - MYERS, D.(2014). <i>Psicologia Social</i>. São Paulo: McGraw-Hill.
Planned learning activities and teaching methods	Theoretical/practical classes supported by datashow resources including presentations and case analysis.
Assessment Methods and criteria	Continuous assessment: 2 written tests (one during the semester and the other at the end). To be eligible for test 2, students must achieve at least 7/20.A minimum mark of 10/20 exempts students from taking the exam.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Administrative Management and HR Auditing
Course unit code	964015
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	6
Name of Lecturer(s)	Ana Marta Diniz Santos Rodrigues Arlindo José Bernardo Dinis
Learning outcomes of the course unit	The activities and responsibilities of the HR department, i.e. administrative HR management. Recruitment procedures and documents. Payroll and wage processing.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contentes	Business creation; recruitment and selection - file organisation procedures. Personnel recruitment - legal formalities with the CT, CNPD, AT and Social Security systems. Mandatory documents regarding administrative management - Salaried Employment. Payroll processing - maps; control; records; the various legal frameworks (2017 amendments). HR Audit - compliance, operational, strategic adjustment
Recommended or required Reading	- Rego, A. e Pina e Cunha, M. e Gomes, J. (2008). <i>Manual de Gestão de Pessoas e do Capital Humano</i> . Lisboa: Edições Sílabo, Lda - Reis, P.(2016). <i>Cálculo e Processamento Salarial</i> . Lisboa: Lidel - Edições Técnicas - Sousa, M. e Duarte, T. (2006). <i>Gestão de Recursos Humanos - Métodos e Práticas</i> . Lisboa: Lidel - Edições Técnicas - António, P.(2016). <i>Sistemas de Gestão da Qualidade - Ambiente, Segurança, Responsabilidade Social, Indústria e Serviços</i> . Lisboa: Edições Sílabo
Planned learning activities and teaching methods	Conventional lectures supported by data show and Prezi, real forms, order forms; official organisations websites. Presentation and discussion of case studies and short individual assignments.
Assessment Methods and criteria	Continuous assessment: Written test (70%); mini test (20%) and short individual assignments (10%). Final assessment: Written test(100%). Students who satisfy all of the continuous assessment requirements(minimum mark:9.5/20) will be exempted from exam
Language of Instruction	Portuguese
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Community Law
Course unit code	964014
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Paula Alexandra da Cruz Silva Pina de Almeida
Learning outcomes of the course unit	An overview of the European Union, its institutions and policies.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	1.Introduction.The concept of Europe and the desire for a European unity. 2.From CECA to EU.From Paris to Maastricht via Rome,Amsterdam and Nice and the Treaty of Lisbon. 3.The fundamental principles of the European Union. 4.The community policies.
Recommended or required Reading	- Mota, J.(2010). <i>Manual de Direito Europeu</i> . Coimbra: Coimbra Editora - Pais, S.(2012). <i>Estudos de Direito da União Europeia</i> . Lisboa: Almedina
Planned learning activities and teaching methods	Lectures and case study analysis.
Assessment Methods and criteria	A mid-term test + a group assignment or final examination.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Consumer Psychology
Course unit code	964028
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	4
Name of Lecturer(s)	Maria Alexandra Falcão Bento Baptista Vilhena de Carvalho
Learning outcomes of the course unit	On completion of the module the students should have a general overview of the consumption process and its influencing variables as well as the impact of marketing on consumer behaviour.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	I - Consumption as the subject of the Sociological Study. II - Theoretical Approaches to the Phenomenon of Consumption. III - The origins of needs and consumption. IV - Group Influences and Consumption. V - The process of Consumption and Learning. VI - The Media, Equation Production - Consumption and its Influence on Consumer Behaviour.
Recommended or required Reading	<ul style="list-style-type: none"> - Santos, B.(1994). <i>O Livro dos Consumidores</i>. Lisboa: Bertrand - Dubois, B.(1998). <i>Compreender o Consumidor</i>. Lisboa: D. Quixote - Slater, D.(1997). <i>Consumer, Culture and Modernity</i>. Cambridge: Polity Press, UK - Baudrillard, J.(2014). <i>A Sociedade de Consumo</i>. (Vol. 54). Lisboa: Edições 70
Planned learning activities and teaching methods	Lectures and practical classes.
Assessment Methods and criteria	Continuous assessment: written test(60%) and practical assignment with presentation(40%). Students who satisfy the continuous assessment requirement (minimum mark 9.5/20) will be exempted from exam. Final assessment: written test(100%).
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Introduction to Finance
Course unit code	964018
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Maria Graciete da Purificação Reis Henriques Honrado
Learning outcomes of the course unit	Students should be able to understand and interpret the financial cycles of the company and to calculate the financial needs inherent to them. They should also be able to analyze the financial situation and the economic and financial results of any business activity.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	Chapter 1- Financial analysis - object and objectives. Chapter 2- Basic tools of financial analysis. Chapter 3- Methods and techniques of financial analysis. Chapter 4- Financial equilibrium. Chapter 5- Profitability. Chapter 6- Business Risk. Chapter 7- Elaboration of the economic-financial diagnosis. Synthesis of applications.
Recommended or required Reading	<ul style="list-style-type: none"> - Laureano, L. e Barroso, C. e Soares, H. e Mota, A. (2014). <i>Introdução às Finanças - Fundamentos de Finanças com Casos Práticos Resolvidos e Propostos</i>. Lisboa: Edições Sílabo - Silva, J. e Ferreira, P. (2018). <i>Princípios de Gestão Financeira</i>. Lisboa: Rei dos Livros - Silva, E.(2013). <i>Gestão Financeira - Análise de Fluxos Financeiros</i>. Lisboa: Vida Económica - Martins, A. e Cruz, I. e Augusto, M. e Silva, P. e Gonçalves, P. (2017). <i>Manual de Gestão Financeira Empresarial</i>. Forte da Casa, V. F. de Xira: Escolar Editora
Planned learning activities and teaching methods	The exhibition and interactive type practical classes with active participation of students in solving practical exercises. Book up about 50% of the effective time classes, for practical applications which include calculations.
Assessment Methods and criteria	Periodic Assessment: students with an average grade of 10 points are excused from the exam in continuous assessment. Final Evaluation: Written examinations, at the time established in the school calendar.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Process Management and Optimisation
Course unit code	964044
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Cristina Maria Mendes Andrade
Learning outcomes of the course unit	On completion of this module the students should have acquired the basics of: 1. processes and process management 2 . planning and network-based project management 3. optimization processes 4. Microsoft Project
Mode of delivery	----
Prerequisites and co-requisites	Not applicable
Recommended optional programme components	Not applicable
Course contents	1. Introduction to processes and process management 2. Concepts of management and process management structures 3. Process management and value chain 4. Optimization processes
Recommended or required Reading	<ul style="list-style-type: none"> - Silva, M.(2014). <i>Microsoft Project 2013</i>. (pp. 1-416). Brasil: Edições FCA, ISBN 978-972-722-783-9. - Da Silva, L.(2015). <i>Gestão e Melhoria de Processos. Conceitos, Técnicas e Ferramentas</i>. (pp. 1-152). Rio de Janeiro, Brasil: Brasport Livros e Multimídia Lda, ISBN: 9788574527499. - Quezado, C. e Palvarini, B. (2013). <i>Gestão de Processos voltada para resultados</i>. (pp. 1-130). Brasil: eBook Kindle - Prado, D.(2015). <i>PERT/CPM (Gerenciamento de Projetos)</i>. (Vol. 4). (pp. 1-1). Brasil: Falconi, eBook Kindle, ISBN: 978-85-98254-73-9.
Planned learning activities and teaching methods	Lectures focusing on theoretical, abstract aspects and its application. Practical sessions focus on individual problem-solving using Microsoft Project.
Assessment Methods and criteria	Continuous assessment: Closed-book test covering all subject matters taught (60%, min. 6/20), 1 mandatory project (30%) + 1 mandatory group project (10%). Final assessment: Written test (70%, min. 6/20)and practical assignment (30%).
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable

B - Description of individual course units

Course unit title	Statistics for Social Sciences
Course unit code	964013
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Maria João da Costa Antunes Inácio Cristina Maria Mendes Andrade
Learning outcomes of the course unit	1. Understand and be able to use the key concepts of: 1.1. Descriptive statistics. 1.2. Probability theory and probability distributions. 1.3. Estimation and hypothesis testing. 1.4. Simple linear regression. 2. Analyse and interpret results and use those data to make decisions.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	No prerequisites are required but prior knowledge of sets theory, combinatory analysis, differential calculus and integral calculus is helpful.
Recommended optional programme components	Not applicable.
Course contentes	1. Descriptive statistics. 2. Probability theory. 3. Random variables and probability distributions. 4. Estimation and parametric hypothesis tests. 5. Simple linear regression.
Recommended or required Reading	- Siegel, A.(1988). <i>Statistics and Data Analysis: An Introduction</i> . New York : Wiley International Edition - Robalo, A.(2004). <i>Estatística: Exercícios, Vol II (Distribuições. Inferência Estatística)</i> . Lisboa: Edições Sílabo - Robalo, A.(1998). <i>Estatística: Exercícios, Vol I (Probabilidades. Variáveis aleatórias)</i> . Lisboa: Edições Sílabo
Planned learning activities and teaching methods	Lectures and practical classes.
Assessment Methods and criteria	Continuous assessment: 2 closed-book midterm tests (50% each - minimum mark 5/20). Exam-based assessment: closed-book summative test. Minimum pass mark in every type of assessment: 10/20.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Health and Safety at Work
Course unit code	964023
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Ana Marta Diniz Santos Rodrigues
Learning outcomes of the course unit	Students should acquire the knowledge and the skills that will enable them to identify and define the basic concepts of health and safety at work based on preventive actions that can improve the quality of life of the staff of an organisation.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable
Recommended optional programme components	Not applicable
Course contents	1. The importance of health and safety at work in the management of human resources and its historical development. 2. The implementation of health and safety at work management. 3. The human factor
Recommended or required Reading	- Freitas, C.(2008). <i>Manual Segurança e Saúde no Trabalho</i> . Lisboa: Edições Sílabo - Pinto, A.(2009). <i>Sistemas de Gestão da Segurança e Saúde no Trabalho</i> . Lisboa: Edições Sílabo - Cabral, F.(2011). <i>Segurança e Saúde do Trabalho Manual de Prevenção de Riscos Profissionais</i> . Lisboa: Dashöfer Holding Ld e Verlag Dashöfer - Miguel, A.(2014). <i>Manual de Higiene e Segurança do Trabalho</i> . Porto: Porto Editora
Planned learning activities and teaching methods	Lectures focusing on course content presentation. Theoretical-practical classes focus on case study analysis and presentation and discussion of student assignments.
Assessment Methods and criteria	Mid-term assessment requires a minimum mark of 9.5/20 as follows: Written test (60%) and presentation on a health and safety at work topic (40%); Exam-based assessment: written test (100%).
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable

B - Description of individual course units

Course unit title	Multicultural Management
Course unit code	964033
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Maria Fernanda Pires Aparício
Learning outcomes of the course unit	Students should be able to: - recognize the specifics of different cultures; - understand differences in values in societies and their consequences at the management level; - differentiate management models in different cultures; - to identify organizational behaviours.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	Chapter I: Introduction to International Human Resource Management (IHRM) Chapter II: Different IHRM Practices - USA, EUROPE, ASIA Chapter III: The Cycle of Expatriation - Attract, Prepare, and Adapt Chapter IV: The Cycle of Expatriation - Evaluate and Reward Chapter V: The Cycle of Expatriation - Repatriate and Withhold Chapter VI: Challenges to IHRM - New Forms of International Labour
Recommended or required Reading	- Cunha, M. e Rego, A. (2009). <i>Gestão Multicultural</i> . Lisboa: Editora RH - Finuras, P.(2011). <i>Gestão Intercultural - Pessoas e Carreiras na Era da Globalização</i> . Lisboa: Edições Sílabo - Silva, V. e Reis, F. (2014). <i>Capital Humano - Temas para uma boa gestão das organizações</i> . Lisboa: Edições Sílabo - Martins, J.(2011). <i>Internacionalização e Globalização de Empresas</i> . Lisboa: Edições Sílabo
Planned learning activities and teaching methods	The module focuses on the presentation and defense of scientific and practical work by students, which will allow a better understanding of the theory and provide the tools to face real problems.
Assessment Methods and criteria	Midterm assessment: One written test 40% and a group work (groups of 2-3 students) and oral presentation 60%. Students achieving a minimum mark of 10/20 in the mid-term exam and the group assignment will be exempted from taking the exam. Written exam (dates in the calendar)
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Non-Parametric Statistics
Course unit code	964019
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Maria João da Costa Antunes Inácio
Learning outcomes of the course unit	Provide students with a set of non-parametric data analysis techniques. At the end of the module, students should correctly identify the methodology to be applied (either analytically or through software), depending on the type of data available and the purpose of the study.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	I. Introduction II. Sample Testing III. Nonparametric tests for two populations IV. nonparametric tests for more than two populations V. nonparametric association measures
Recommended or required Reading	- Pereira, A.(2006). <i>SPSS - Guia prático de utilização, Análise de dados para as Ciências Sociais e Psicologia</i> . Lisboa: Edições Sílabas - Siegel, S.(2006). <i>Estatísticas Não Paramétrica Para Ciências Do Comportamento</i> . São Paulo: Bookman
Planned learning activities and teaching methods	Lectures and practical classes including SPSS practice exercises.
Assessment Methods and criteria	- Continuous assessment: three written midterm tests during the semester (graded 0-20) with no minimum mark required. An average mark of 10/20 in continuous assessment is required to be exempted from exam. - Final assessment: summative exam
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Organisational Culture and Communication
Course unit code	964022
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Maria Alexandra Falcão Bento Baptista Vilhena de Carvalho
Learning outcomes of the course unit	The students should familiarise themselves with the concept of organisational culture and how to create and change it. They should be aware of the significance of communication within an organisation.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	I Introduction; The concept of organization; II Organizational Culture. Socialization and culture; Societal Values systems. III Individual Differences and Behaviour at Work. Basis for Understanding Behaviour at Work; IV Communication and the Organization; The role of communication in the social system; intrinsic and extrinsic factors in the communication process
Recommended or required Reading	<ul style="list-style-type: none"> - Cunha, M.(1994). <i>Organizações e Recursos: Perspectivas de Ecologia Organizacional</i>. Ponta Delgada: Eurosigno - Rego, A.(2013). <i>Comunicação Pessoal e Organizacional</i>. Lisboa: Edições Sílabo - Ivancevich, J. e Matteson, M. (2002). <i>Organizational Behaviour and Management</i>. New York: McGraw Hill - Marques, C. e Cunha, M. (1996). <i>Comportamento Organizacional e Gestão de Empresas</i>. Oeiras: D. Quixote
Planned learning activities and teaching methods	Lectures and practical classes.
Assessment Methods and criteria	Continuous assessment: written test (60%) and assignment (40%) with at least half of these marks in each component. A mark of 10/20 exempts students from examination. Final assessment: written exam (100%)
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Skills Management and Performance Appraisal
Course unit code	964020
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Ana Luísa Junça da Silva
Learning outcomes of the course unit	On completion of the module, students must understand the new challenges for Human Resources at the level of skills and performance; assess abilities and skills and be aware of the significance of training for the creation of new skills. Identify and describe performance appraisal methods.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable
Recommended optional programme componentes	Not applicable
Course contentes	1.Skills 2.Skills and meta-skills 3. Skills and knowledge management 4. History of skills 5. Intervention models 6. Intervention methods and policies 7. Skills assessment 8.Emotional skills 9.Intercultural skills 10.Performance appraisal. 11. Career management.
Recommended or required Reading	- Ceitil, M.(2006). <i>Gestão e Desenvolvimento de Competencias</i> . Lisboa: Edições Sílabo - Caetano, A.(2008). <i>Avaliação do Desempenho - Metáforas, Contextos, e Práticas</i> . (Vol. 1). (pp. 1-398). Lisboa: Editora RH - Alves Marques, C.(2008). <i>Manual de gestão de pessoas e do capital humano</i> . Lisboa: Edições Sílabo
Planned learning activities and teaching methods	Lectures and case studies focused on the development of performance appraisal tools and application of skill management models.
Assessment Methods and criteria	Continuous Assessment: 2 team works (with oral presentation and written report: 40%) and a test (50%). Final Assessment: Exam (100%). A mark of 9.5/20 is required to pass.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Strategic Planning
Course unit code	964024
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Second Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Eduardo Fontão MontAlverne Brou
Learning outcomes of the course unit	An introduction to the concepts of strategic management and strategic process. Classical models and tools for strategic analysis and formulation. Strategy formation: deliberate (strategic planning) and emergent.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Elements of Management and Economics.
Recommended optional programme componentes	Not applicable.
Course contents	1. Strategy 2. Organizational Theory 3. Strategy in different Organizational Contexts.
Recommended or required Reading	<ul style="list-style-type: none"> - Mintzberg, H.(2003). <i>The Strategy Process</i>. USA: Pearson Education - Mintzberg, H. e Quinn, J. e Ghoshal, S. e Lampel, J. (2014). <i>The Strategy Process; Concepts, Contexts, cases</i>. UK: Pearson Education - Shafritz, J. e Ott, J. e Jang, Y. (2005). <i>Classics of Organization Theory</i>. USA: Wadsworth - Santos, J.(1992). <i>A Gestão de Grupos Empresariais</i>. Porto: Asa
Planned learning activities and teaching methods	Lectures supported by class discussion and case study exercises
Assessment Methods and criteria	Continuous assessment: 2 Written Tests (50%), Notes on practical cases (7.5%), Team Work (37.5%), Quality of class participation (5%) Exam: written test.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Code of Ethics and Social Responsibility
Course unit code	964030
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Third Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	3
Name of Lecturer(s)	Maria Alexandra Falcão Bento Baptista Vilhena de Carvalho
Learning outcomes of the course unit	At the end of the term, the students should be familiar with the main theories and approaches to the concept of ethics and be able to reflect upon ethical and social responsibility values.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	I - The concept of ethics. II - Good practices. III - Social responsibility.
Recommended or required Reading	<ul style="list-style-type: none"> - Alberoni, F. e Veca, S. (1988). <i>O Altruísmo e a Moral</i>. Lisboa: Bertrand - Burns, T. e Flam, H. (2000). <i>Sistema de Regras Sociais - Teorias e Aplicações</i>. Oeiras: Celta - Comparato, F.(2006). <i>Ética</i>. São Paulo: Companhia das Letras - Rocha, A.(2010). <i>Ética, Deontologia e Responsabilidade Social</i>. Maia: Vida Económica
Planned learning activities and teaching methods	Lectures and class debates.
Assessment Methods and criteria	Mid-term test (50%)+ Group assignment (50%). The minimum grade of 10/20 exempts students from examination. Exam and resit: written test (100%).
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Market Research and Surveying
Course unit code	964032
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Third Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Maria de Fátima Rodrigues Pedro Luis Miguel Lindinho da Cunha Mendes Grilo Maria João da Costa Antunes Inácio
Learning outcomes of the course unit	By the end of the course, students should have acquired the necessary skills to conduct the whole market survey process from definition, questionnaire design, information gathering and processing.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contentes	I - Introduction to Market Research. II - Data gathering, Preparation, Analysis and Presentation.
Recommended or required Reading	- Malhotra, M.(2009). <i>Marketing Research, an applied orientation</i> . USA: Prentice Hill - Marôco, J.(2018). <i>Análise Estatística com a Utilização do SPSS</i> . (Vol.). : Report Number - Oliveira, J.(2013). <i>Marketing Research</i> . (Vol. II). : Edições Sílabo - Oliveira, J.(2012). <i>Marketing Research</i> . (Vol. I). : Edições Sílabo
Planned learning activities and teaching methods	Traditional lectures focused on marketing and statistics topics. Practical classes supported by computer resources.
Assessment Methods and criteria	Continuous assessment: consists of two components: one theoretical (C1) and one practical (C2) with a weight of 50% each. The theoretical component consists of a written test without any query element. The practical component includes two written tests (T1 and T2) and a paper (T3). For the practical component tests students may use as a reference element a handwritten A4 page. The classification obtained in the practical component results from the weighted average of the 3 evaluation elements according to $C1 = 0.45 * T1 + 0.20 * T2 + 0.35 * T3$. All evaluation elements will be rated on a scale of 0 to 20 values. Students waive exam if cumulatively:
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Organisational Development
Course unit code	964027
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Third Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Sílvia Manuel da Rocha Brito
Learning outcomes of the course unit	At the end of the term the students should: - Understand the importance of organisational development - Understand the OD process and its players - Be familiar with the different techniques and tools of organisational change - Be familiar with the different levels of intervention
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	1. Individual change. 2. Group change. 3. Organizational change. 4. Change leadership. 5. Agents of change. 6. Restructuring. 7. Mergers and acquisitions. 8. Culture and change. 9. Change projects. 10. Change and complexity. 11. Change and uncertainty.
Recommended or required Reading	- Brannick, T. e Coghlan, D. (2010). <i>Doing action research in your own organization</i> . London: Sage - Anderson, D.(2014). <i>Organization Development</i> . California: Sage - Hodges, J.(2016). <i>Managing and Leading People Through Organizational Change</i> . (Vol. 1). (pp. 1-377). London: Kogan Page - Cameron, E.(2016). <i>Making Sense of Change Management</i> . (Vol. 1). (pp. 1-450). London: Kogan Page
Planned learning activities and teaching methods	Lectures focused on case analysis and discussion.
Assessment Methods and criteria	Ongoing assessment: case study analysis (60%) and written test (40%). An average mark of 10/20 exempts students from taking the exam. Final assessment: written exam.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Recruitment and Selection
Course unit code	964025
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Third Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Maria Fernanda Pires Aparício
Learning outcomes of the course unit	On completion of this module the students should be able to plan and recruit people, identify trends, analyse and determine vacancies, assess people, draw up skills profiles and comply with the ethical principles of professional recruitment and selection.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	1. Recruitment Plans 2. Personnel Selection 3. Interviewing Techniques 4. Integration Techniques and Talent Retention Practice.
Recommended or required Reading	<ul style="list-style-type: none"> - Cardoso, A.(2013). <i>Recrutamento & Seleção de Pessoal</i>. (Vol. 1). (pp. 1-184). Lisboa: Edições Lidel - Pires, A.(1993). <i>Técnicas de Entrevista e Seleção de Pessoal</i>. (Vol. 1). (pp. 1-182). Lisboa: Edições CETOP - Armstrong, M.(2014). <i>Armstrong's Handbook of Human Resource Management Practice</i>. (Vol. 1). (pp. 1-880). London: Kogan Page - Carter, P. e Russell, K. (2015). <i>Ultimate IQ Tests</i>. (Vol. 1). (pp. 1-320). London: Kogan Page
Planned learning activities and teaching methods	Lectures supported by case study, simulations and work in small groups.
Assessment Methods and criteria	Continuous Assessment: group work 60% and test 40% Final Assessment: Final Examination 100% Exemption from final examination who has, with continuous assessment, an less or equal averave of 10.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Team Leadership and Management
Course unit code	964029
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Third Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	6
Name of Lecturer(s)	Maria Fernanda Pires Aparício
Learning outcomes of the course unit	On completion of this module the students should have acquired the foundations of team leadership and management, its evolution and impact on organisational and personal development.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	N/A
Course contentes	1. The profile of a leader 2. The behaviour of a leader 3. The characteristics of a leader 4. Leadership and social influence 5. Team leadership 6. Effective team leadership
Recommended or required Reading	- Cunha, M. e Rego, A. (2005). <i>Liderar</i> . Lisboa: D. Quixote - Parreira, A.(1982). <i>Liderança de Grupos e Condução de Reuniões</i> . Lisboa: Didatica Editora - Rego. , C. e Lopes,M., C. (2004). <i>Organizações Positivas</i> . Lisboa: Ed. Silabo
Planned learning activities and teaching methods	Theoretical and practical classes involving problem-solving.
Assessment Methods and criteria	Continuous Assessment: team assignment (60%) Mid-term test (40%) or Final examination (100%)
Language of Instruction	Portuguese
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Training Methods
Course unit code	964026
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Third Year
Semester/Trimester when the course unit is delivered	First Semester
Number of ECTS credits allocated	6
Name of Lecturer(s)	Ana Luísa Junça da Silva
Learning outcomes of the course unit	On completion of the module the students should have acquired the following skills: Decision-making and problem solving, personal credibility, image development, active listening, positivity, leadership, relationship management, adaptability, self-management, reliability.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	N/A
Course contents	1. The different training methods 2. Training and Learning Methods 3. Planning and use of training methods 4. Implementation of training methods
Recommended or required Reading	- Moreira, P.(2006). <i>Gestão de Pessoas - Tendências, Qualificações e Formação</i> . Lisboa: IEFP - , .(1991). <i>Métodos de Formação que Funcionam - Métodos e Estratégias Inovadoras de Formação</i> . Lisboa: Monitor - D., E. e B. Hart, L. (1991). <i>Métodos de Formação que Funcionam - Métodos e Estratégias Inovadoras de Formação</i> . Lisboa: Monitor - Lopes, A.(2002). <i>Conceção e Gestão da Formação</i> . Lisboa: iscte - iul
Planned learning activities and teaching methods	theoretical and practical classes supported by practical cases.
Assessment Methods and criteria	Continuous Assessment: two individual assignments (50%) + 1 group assignment (40%) Continuous assessment requires a minimum attendance of 80% of scheduled classes. Final assessment: exam (100%)
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Active Training Methods
Course unit code	964031
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Third Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	5
Name of Lecturer(s)	Ana Luísa Junça da Silva
Learning outcomes of the course unit	Be aware of the importance of professional training for the organisation and its staff. . Be aware of the necessary measures/policies to make training effective. . Identify a systematic training approach. . Devise a customised training model. . Plan training projects.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contents	- Training planning: from plan to action - Skills and operational objectives - Design of the training/learning process - Monitoring and evaluation of training and learning - Quantitative and qualitative evaluation - Training evaluation.
Recommended or required Reading	- Rodrigues, M. e Ferrão, L. (2000). <i>Formação Pedagógica de Formadores</i> . Lisboa: Lidel Edições Técnicas - Meignant, A.(1999). <i>A Gestão da Formação</i> . Lisboa: Publicações D. Quixote - Silberman, M.(2006). <i>Active Training</i> . San Francisco: Pfeiffer
Planned learning activities and teaching methods	Case studies and practical application of concepts learned.
Assessment Methods and criteria	Continuous assessment: 2 individual assignments (100%) Final assessment: Exam (100%). In all assessment modes, a minimum mark of 9.5/20 is required to pass.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Conflict Management and Negotiation
Course unit code	964035
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Third Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	6
Name of Lecturer(s)	Sílvia Manuel da Rocha Brito
Learning outcomes of the course unit	Analyse conflict and its management for peaceful resolution of disputes. Analyse conflict and draft relevant regulations. Develop and promote ways of preventing conflict in organizations. Solve conflicts in a constructive manner.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable
Recommended optional programme components	Not applicable
Course contents	1. Conflict. 2. Constructive management of conflicts. 3. Negotiation. 4. Mediation.
Recommended or required Reading	<ul style="list-style-type: none"> - Crespo de Carvalho, J.(2013). <i>Negociação</i>. Lisboa: Sílabo - Damasceno Correia, A.(2019). <i>Manual de Negociação</i>. (pp. 1-316). Lisboa: Lidel - Cunha, P. e Leitão, S. (2012). <i>Gestão Construtiva de Conflitos</i>. (Vol. 1). (pp. 1-111). Porto: Edições Universidade Fernando Pessoa - Kindler, H.(1991). <i>A Gestão Construtiva dos Desacordos</i>. (Vol. 1). (pp. 1-97). Lisboa: Monitor - Edições Para Profissionais
Planned learning activities and teaching methods	Lectures focused on case analysis and discussion.
Assessment Methods and criteria	Continuous assessment: case studies (60%) and written test (40%). Exam-based assessment: written test. An average mark of 10/20 exempts students from taking the exam.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable

B - Description of individual course units

Course unit title	Integrated HR Project
Course unit code	964036
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Third Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	6
Name of Lecturer(s)	Margarida Sofia de Freitas Oliveira
Learning outcomes of the course unit	To contribute to the development of students' abilities for the design, planning and evaluation of different types of projects and organizational intervention programs.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme components	Not applicable.
Course contents	1. Fundamentals 2. Typologies. 3. The significance of context. 4. Stages. 5. Methods and techniques. 6. Project and programme design, planning and assessment support systems. 7. Planning and assessment methods. 8. Assessment criteria. 9. Success factors. 10. Applications and specificities.
Recommended or required Reading	- A., O. e Y., P. (2011). <i>Criar Modelos de Negócio</i> . (Vol. 1). Lisboa: D. Quixote - Roldão, V.(2000). <i>Gestão de Projeto - Uma Perspectiva Integrada</i> . Lisboa: Edições Monitor - P., H.(2001). <i>Gestão de Projeto o Guia Essencial para Trabalhar Melhor e Ser Bem Sucedido</i> . (Vol. 1). Lisboa: LivroseLivros
Planned learning activities and teaching methods	Review of research papers on integrated management projects in the area of HR; development of an integrated management project involving appropriate research and methodology.
Assessment Methods and criteria	Every mode of assessment is based on the project report. Continuous assessment: Individual project report - 1st phase (10%); 2nd phase (20%); 3rd phase (final project with oral presentation) (70%). Exam assessment: HR project with oral discussion (10)
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

B - Description of individual course units

Course unit title	Placement/Internship
Course unit code	964040
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Third Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	10
Name of Lecturer(s)	Ana Luísa Junça da Silva Ana Marta Diniz Santos Rodrigues Isabel Maria da Cruz Ferreira Maria Alexandra Falcão Bento Baptista Vilhena de Carvalho Maria Fernanda Pires Aparício Maria Graciete da Purificação Reis Henriques Honrado Sílvia Manuel da Rocha Brito Margarida Sofia de Freitas Oliveira
Learning outcomes of the course unit	a) Apply knowledge/skills acquired throughout the programme b) To participate, actively, in the day to day of a company; c) Be part of several workteams; d) Facilitate student integration in the labour market.
Mode of delivery	Face-to-face
Prerequisites and co-requisites	On a date to be communicated annually, the students wishing to engage in an internship program should contact the course director to make it formal.
Recommended optional programme components	Not applicable.
Course content	The trainee will perform a set of activities (according to pre-defined plan) considered relevant both for their integration in the labour market and for the host organisation.
Recommended or required Reading	- M., O.(2010). <i>Como Fazer Projetos, Relatórios, Monografias, Dissertações e Teses</i> . Rio de Janeiro: Editora Elsevier - Pimenta, S. e Lima, M. (2004). <i>Estágio e Docência</i> . Lisboa: Cortez Editora
Planned learning activities and teaching methods	During the internship, the trainee will be supervised by the Supervisor assigned by the ESGT, who may include face-to-face sessions at ESGT's premises and contacts with the host organisation.
Assessment Methods and criteria	Students must draw up a report on the activities developed in the host organisation which is assessed by both the host supervisor and the academic supervisor.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Internship is undertaken in an enterprise or organisation.

B - Description of individual course units

Course unit title	Seminar: Creativity and Innovation
Course unit code	964034
Type of course unit	Compulsory
Level of Course unit	First Cycle
Year of Study	Third Year
Semester/Trimester when the course unit is delivered	Second Semester
Number of ECTS credits allocated	3
Name of Lecturer(s)	Maria Graciete da Purificação Reis Henriques Honrado
Learning outcomes of the course unit	Students should be able to: -Develop creativity, innovation, learning and organizational change. - Identify the importance and competitive advantage of creativity and innovation. - Identify tools that promote creativity.
Mode of delivery	----
Prerequisites and co-requisites	Not applicable.
Recommended optional programme componentes	Not applicable.
Course contents	1. Individual and organizational creativity. 2. Organizational innovation. 3. Organizational learning. 4. Organizational change.
Recommended or required Reading	- De Bono, E.(2012). <i>Creatividad - 62 ejercicios para desarrollar la mente</i> . Espanha: Paidós - José António, M. e Marina, E. (2013). <i>El Aprendizaje de La Creatividad</i> . Espanha: Ariel - Clegg, B.(2016). <i>Instant Creativity</i> . (Vol. 1). (pp. 1-183). London: Kogan Page - Bridges, C.(2016). <i>In Your Creative Element</i> . (Vol. 1). (pp. 1-257). London: Kogan Page
Planned learning activities and teaching methods	With the lecturer's supervision, the student teams collect data for an assignment in classroom context on a topic discussed in the course.
Assessment Methods and criteria	Periodic assessment: Two group work: interview (30%) and presentation of a prototype of a product, service or case study (70%). Exam Assessment: written test in pre-defined periods.
Language of Instruction	Portuguese Mentoring in English
Work placement(s)	Not applicable.

