

ECONOMICS

FINANCE

MANAGEMENT

MASTERS IN
INTERNATIONAL
MANAGEMENT



2008
2009

MASTERS
PROGRAMS



UNIVERSIDADE
NOVA
DE LISBOA
ECONOMIA
GESTÃO



DISCLAIMER:

The contents of this guide may not be comprehensive and may suffer changes during the academic year.

For up-to-date information please check students private area (intranet).

ACADEMIC CALENDAR**WINTER SEMESTER**

Applications	Until 3 July
Pre-requisite courses	2 – 8 September
Enrollment	1 – 2 September
Classes – First Half Courses	10 September – 22 October
Classes – Second Half Courses	30 October – 12 December
Classes – Full Courses	10 September – 22 October 30 October – 12 December
Examinations – First Half Courses	24 – 29 October
Examinations – Second Half and Full Courses	15 – 22 December
Thematic Blocks	5 – 30 January
Work Project Discussion	17 – 26 January

SPRING SEMESTER

Applications	To be announced
Pre-requisite courses	To be announced
Enrollment	26 – 27 January
Classes – First Half Courses	1 February – 17 March
Classes – Second Half Courses	25 March – 15 May
Classes – Full Courses	1 February – 17 March 25 March – 15 May
Easter Holiday	6 – 14 April
Examinations – First Half Courses	19 – 24 March
Examinations – Second Half and Full Courses	18 – 25 May
Work Project Discussion	22 – 30 June

INFORMATION

MASTERS - Registrar's Office
Dora Lança
Tel.: 21 380 16 09
Fax: 21 387 42 29
sa_masters@fe.unl.pt

www.fe.unl.pt

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MISSION AND VISION

The School of Economics & Management provides a world-class level of higher education and research.

We aim to:

Produce graduates and postgraduates equipped for the global marketplace. Our high-quality and innovative courses are geared to providing the knowledge and skills required, and are regularly reviewed to reflect best practice. Our teaching is rigorous, and benefits from the stimulus of a wide range of electives, international recruitment and exchange programs. Our intellectual environment will attract and stimulate the best faculty and students.

Serve the wider community and advance knowledge. We influence economic policy and improve business practice, through the provision of executive education, and consultancy services. We conduct pure and applied research, which is scholarly, relevant, and rated internationally.

Profit from our strengths. As a combined School of Economics and Management, we benefit from the synergy between the two disciplines. Our cutting-edge research underpins the excellence of our teaching. Through embracing international perspectives and harnessing local experience, we create a unique environment for education and research.

Bring prestige to Portugal, our students, faculty, alumni and staff through international recognition. We pursue international accreditation to enhance our standing, attract faculty, students and stakeholders, validate our standards, promote change and stimulate our quest for continuous improvement.

“Our vision is to be among the best in Europe.”

2

MESSAGE FROM THE DEAN

Prof. José Ferreira Machado
director@fe.unl.pt

Dear Student,
Welcome to the Faculdade de Economia da Universidade Nova de Lisboa (NOVA).

You come here, from many different regions and walks of life, to specialize in Economics, in Finance or in the different areas of Management, with a shared final purpose of being competitive in the global job market.

We vouch to equip you with the skills and tools necessary to ensure the feasibility of that intention. As a school, we are confident that we possess the key ingredients for success: quality students, top faculty and a congenial learning environment.

Quality spurs quality. NOVA recruits students for its Masters programs with care and selectivity. A student at NOVA is regarded as a confident and dynamic individual - very often aiming at positions of responsibility and leadership.

Our professors are present in international research rankings and are recognized worldwide for their contribution to scientific knowledge. Furthermore, they are also internationally acknowledged in a variety of markets and industries, ensuring that education at NOVA adequately blends scientific rigor and practical relevance.

Our dedicated staff and exclusive facilities for Masters' students will help to facilitate your time at NOVA and make this a superior learning experience.

The School's international accreditations – EQUIS from the European Foundation for Management Development and AMBA from the Association of MBAs – substantiate our high level of excellence in education and research against demanding international standards and requirements.

In tribute to that same quality, NOVA was recently admitted as a member of CEMS – an exclusive club of the best schools around the world, one and only one per country – that offers, within the network of member schools, the CEMS Masters in International Management (MIM), ranked 2nd in the Financial Times.

All this contributes to our deep conviction that at NOVA you will get a world-class education that will open doors, worldwide, to your future professional success.

It is with fondness and on behalf of the Management Board of the Faculdade de Economia, that I wish you much luck and all the best for the academic year 2008-2009.

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THE SCHOOL

Founded in 1978, NOVA leads Portugal in the teaching and research of Economics and Management. Founded in a spirit of innovation, its principles are modeled on those of American universities, where a great many of its professors obtained their doctoral degrees.

The success of the School can be easily traced to some of its distinctive features, namely: quality of research, contributions to the community, internationalization, rigorous teaching and flexible, though demanding curricula.

Cutting-edge research

NOVA is a research school – we have a commitment to producing excellent, cutting-edge research. We welcome the opportunity to shape the world in which we interact through our scientific work. The School's pledge to research is reflected in the number of Faculty publications in the finest international journals such as: *Academy of Management Review*, *American Economic Review*, *British Journal of Management*, *Econometrica*, *Human Relations*, *International Journal of Human Resource Management*, *International Journal of Industrial Organization*, *Journal of Applied Behavioral Science*, *Journal of Banking and Finance*, *Journal of Business*, *Journal of the American Statistical Association*, *Journal of Environmental Economics and Management*, *Journal of Management Studies*, *Journal of Mathematical Finance*, *Journal of World Business*, *Management Research*, *Organization Studies* or *Strategic Management Journal*.

Contributions to the community

From its creation NOVA has worked hand-in-hand with the local community. Through its many

programs it has trained a multitude of leaders who now hold prominent positions in business and government institutions. The School has also contributed to professional training through Nova Forum. Nova Forum offers general and specific curricula designed to meet the immediate and projected needs of the business community. NOVA also provides economic studies and consulting services through its offices - GANEC (Office of Economic Analysis) and CECE (Business Management Study Center).

International recognition

In 2004 NOVA became the first Portuguese institution to achieve international accreditation. The EQUIS accreditation, awarded by the European Foundation for Management Development (EFMD), is a recognized seal of excellence, guaranteeing quality in teaching, research, internationalization and relations with the corporate world. In 2005 the superior quality of the School's MBA program was once again recognized internationally, when it successfully achieved accreditation from the Association of MBAs (AMBA). With this accreditation, the School joined a select group of international business schools, recognized for their role in producing international business leaders.

More recently, 2008 saw NOVA nominated the Community of European Business Schools and International Companies (CEMS) School in Portugal. CEMS is a strategic alliance among top management schools – only one per country – and multinational corporate partners, with the objective of establishing a global pattern of excellence in the teaching of pre-experience Masters in Management.

Being the CEMS School in Portugal entitles NOVA to administer their Masters in International Management (MIM), ranked 2nd in the Financial Times' rankings for pre-experience Masters.

Graduates equipped for the global marketplace

We know that the international professional working language is currently English. We not only provide all our students with dedicated English tuition, our Faculty includes 11 different nationalities and speaks many different languages among them, our Masters programs are entirely given in English and furthermore, exams, class-work, support materials and the Work Project are presented in English. The fact that we recruit students from as large a number of countries as possible ensures that our students are adequately exposed to multi-cultural working and learn to cross cultural barriers and embrace diversity.

Although many of our Masters students have already taken part in an exchange experience at undergraduate level, we provide students with the possibility of spending one academic semester abroad as part of an exchange. We appreciate that maximizing a student's contact with other cultures will inevitably increase their attractiveness to international employers. NOVA has established partnerships with a select group of schools recognized as first-rate in their area of education: Economics, Management or Finance to allow our students a quality exchange. These schools were chosen due to their high standards and the compatibility of their programs with our own.

Besides its exchange agreements, NOVA is also offering its best Masters' students the opportunity to follow a double diploma program, whereby students study at NOVA and at the partner institution the time necessary to satisfy the requirements of both institutions' Masters programs. Currently, all Masters students are eligible to apply to attend IBMEC S. Paulo or Fundação Getulio Vargas in Brazil and attendance will provide credit that is applicable towards a double degree. Furthermore, we are working on two additional protocols: one with the European Business School (EBS) in Germany and another with the Warsaw School of Economics in Poland.

Flexible curricula - profit from our strengths

As a leading school of Economics and Management it is only natural that our Masters programs have been designed to incorporate the skills and benefits of both these subject fields. The programs are built to meet the demands of our students and to provide them with choice.

We welcome applications from students coming from all undergraduate areas and we are prepared to provide additional instruction in quantitative methods if required and also, to waive some of the core courses, provided students can demonstrate that they have adequate undergraduate training in these areas.

Our objective is to make the Masters as beneficial and as new as possible for all students. We want to build on your knowledge, not duplicate or repeat.

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BOARD OF MANAGEMENT

DEAN

Prof. José Ferreira Machado

ASSOCIATE DEANS

Prof. Antonieta Cunha e Sá

Prof. João Amaro de Matos

ASSISTANT ASSOCIATE DEAN

Dra. Fernanda Gama Vieira

HEAD COUNCIL

Prof. José Ferreira Machado

Prof. Antonieta Cunha e Sá

Prof. João Amaro de Matos

Prof. Mário Páscoa

Prof. Luís Catela Nunes

Prof. Miguel Pina e Cunha

Dra. Carmelina Fernandes

PRESIDENT OF THE FACULTY COUNCIL

Prof. Mário Páscoa

PRESIDENT OF THE PEDAGOGICAL COUNCIL

Prof. Luís Catela Nunes

DIRECTOR OF FIRST CYCLE PROGRAMS

Prof. Luís Lages

DIRECTOR OF SECOND CYCLE PROGRAMS

Prof. Clara Costa Duarte

MBA DIRECTOR

Prof. Miguel Pina e Cunha

PHD DIRECTOR

Prof. João Amaro de Matos

ADMINISTRATIVE COUNCIL

Prof. José Ferreira Machado

Prof. Antonieta Cunha e Sá

Dra. Carmelina Fernandes

ADMINISTRATIVE SERVICES COORDINATOR

Dra. Carmelina Fernandes

PRESIDENT OF GANEC

Prof. Antonieta Cunha e Sá

PRESIDENT OF CEGE

Prof. João Amaro de Matos

PRESIDENT OF NIF

Prof. Mário Páscoa

PRESIDENT OF INOVA

Prof. Mário Páscoa

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HONOR CODE

Intellectual pursuit requires academic integrity, a fact that must be understood and upheld by all members of higher-learning institutions. This code defines the rules that must be observed in order to guarantee that the student body of the *Faculdade de Economia of Universidade Nova de Lisboa* preserves the academic integrity of its work.

I. The following rules substantiate widely-accepted standards of academic integrity:

1. Not copying somebody else's academic work, notably while taking an in-class or take-home exam, or when writing a book, paper or short essay;¹
2. Using only authorized materials when taking an in-class or take-home exam;
3. Working with others when doing so improves the quality of everyone's work, except when this is explicitly forbidden or implicitly prohibited as a matter of common practice;²
4. Sharing one's work and knowledge with others, except when doing so allows someone else to use one's work with the purpose of committing an academic integrity violation, either explicitly or by tacitly

allowing the misappropriation of one's work when this misuse could have been foreseen. In particular, this rules out explicitly or tacitly allowing someone else to use one's work in breach of the previous three rules;

5. Not searching databases or the Internet for academic work, or obtaining it from commercially or freely-offered services and submitting it as one's own after major or minor revisions.³

II. Breaching the above-mentioned rules constitutes a violation of academic integrity, and may result in the annulment of the examination or work thus affected. Moreover, it may lead to the awarding of a non-passing grade in the course where the violation took place and further result in the opening of a disciplinary process and the application of penalties by the Disciplinary Section of the University's Senate.

III. Claiming ignorance of the rules spelled out in I, or that its breach took place without malice does not excuse the perpetrator(s) in any way. This notwithstanding, duly justified extenuating or aggravating circumstances may be weighted when deciding on an equitable penalty.⁴

¹ Quoting someone else's work is not only permitted but common practice in many disciplines. Such quotes should *systematically* be attributed – even if at the cost of frequent and cumbersome repetition of credits – and kept to a level consistent with ensuring the originality of one's own work. Doing otherwise may constitute *plagiarism*, perhaps the most egregious violation of academic integrity that one may commit.

² Unless third-party collaboration is unequivocally allowed, as a precautionary measure one should always ask the proper authority (course lecturer, academic supervisor, President of the Faculty Council) for permission to collaborate rather than assume that such collaboration is allowed.

³ Searching sources for data or related work expounding views, opposite or related and concurrent, though clearly different from one's own, is common practice in many disciplines. See the first footnote for the pitfalls to be avoided when doing so.

⁴ Examples of extenuating and aggravating circumstances are the first (vs. repeated) nature of the offense and the collaboration or regret (vs. their absence) on the part of the perpetrator(s) after the offense's detection.

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SUPPORT FROM THE BUSINESS COMMUNITY

The *Faculdade de Economia* benefits from the support of several institutions and companies in varying business areas.

IN THE DEVELOPMENT OF TEACHING AND INVESTIGATING QUALITY

Ever since its foundation, the School has sought to maintain close relations with the Portuguese business community.

EGIDE – Economia e Gestão, Associação para a Investigação e Desenvolvimento do Ensino (Association for Research & Development in Teaching Economics and Management), is a not-for-profit association which aims to help the School further the quality of its teaching and research in areas of particular interest to the business community, especially in Economics and Management. The members of EGIDE are:

Banco Espírito Santo, 

BPI, 

Caixa Geral de Depósitos, 

CTT, 

EDP, 

FEUNL, 

Fundação Amélia de Mello, 

Fundação Luso-Americana, 

Grupo Entrepasto, 

Jerónimo Martins, 

Millennium BCP, 

Portugal Telecom, 

This association manages a fund that provides grants used in attracting junior faculty to the School.

IN RESEARCH

NOVA FORUM actively participates in research development by awarding grants to finance research projects. For more information about grants and awards to finance individual research projects, please consult the “research” area of the School’s website: www.fe.unl.pt.

IN ACADEMIC PROGRAMS

At the academic level corporate involvement ranges from program design and delivery to consulting activities, not mentioning, of course, the already alluded to involvement of faculty in governmental activities and in the management of private and State organizations.

On the Masters Programs, students must attend Seminar Sessions. In these Sessions companies and other institutions are invited to bring real life problems into the classroom and discuss with students possible challenges they may face in their future careers.

The main learning objective of the Work Project is to “apply previously obtained knowledge both from the first-cycle and from the Masters Program to investigate a specific topic or real world problem”. Work Projects may look at a company’s activities as a case study or use more general topics to address a company’s strategies.

The School is actively involved in the conception and implementation of both conferences and seminars, which involve and rely on student participation. Frequently, the School sets up round-table discussions where students are encouraged to participate. The School also organizes debates with prominent corporate and political figures on topics that directly relate to their disciplines.

Endowed Chairs – Two Portuguese banks have recently funded the School’s new Chairs. BPI funded a Chair in Creative Organization Studies filled by Professor Daved Barry, and Millennium BCP funded a Chair in Finance filled by Professor Pedro Santa Clara Gomes.

IN EVENT ORGANIZATION

Notably in the organization of conferences, debates, seminars, round-table discussions and exhibitions.

IN THE PRESERVATION AND MODERNIZATION OF SCHOOL FACILITIES

The School recently signed a protocol agreement with Reditus SGPS, SA. This protocol will reinforce the existing relationship between the two entities. Reditus has sponsored the restructuring and equipping of computer laboratory rooms 209 and 215 at the Campolide campus. One of the rooms is destined for self-study and the other for computer assisted learning. The two rooms form the “ESPAÇO REDITUS” (“Space Reditus”).

Caixa Geral de Depósitos Auditorium – In 2003 the biggest Portuguese bank “Caixa Geral de Depósitos” sponsored the restoration of the first

cycle auditorium which has a capacity for 388 students. The room is known as the CGD Auditorium.

IN RECOGNITION OF EXCELLENCE

To offer its student body either financial or symbolic recognition of its performance, several companies award prizes and grants for excellence.


Associação Portuguesa de Seguradores 

Banco Espírito Santo de Investimento 

Bank of Portugal 

Boston Consulting Group 

Caixa Geral de Depósitos 

Deloitte 


Fisipe – Fibras Sintéticas de Portugal 


Fundação Amélia de Mello 

PT.Com 

REDITUS 

Refrige SA 

Santos Barosa – Vidros SA 

Saint-Gobain Glass 

Unisys – Sistemas de Informação SA 

7

STUDENTS SUPPORT SERVICES

7.1 ADMINISTRATIVE SERVICES**FINANCE SERVICES**

The Finance Services are responsible for the execution and control of all financial operations of the FEUNL, namely, accounting, budgeting, purchasing, banking, and all treasury activities.

Coordinator: Dr.^a Paula Machado

Contacts:

Tel: 21 380 16 05

Fax: 21 387 22 65

sfin@fe.unl.pt

TREASURER

Opening Hours:

During Classes: Monday-Friday,
10:00 a.m. to 4:00 p.m.

FEUNL Holidays: Monday-Friday,
from 10:00 a.m. to 12:00 a.m., and
from 2:00 p.m. to 4:00 p.m.

Tel: 21 380 16 88

Fax: 21 387 22 65

tesouraria@fe.unl.pt

REGISTRAR'S OFFICE

The Registrar's Office is responsible for the students' academic records, including admission, re-admission, class enrollment, collection of fees, special contests and situations, transfers, changes in program, organization of exams, issuing of transcripts and diplomas.

This Office is also responsible for disseminating student information that may not be included in the Student Guide.

Coordinator: Dr.^a Paula Brás da Costa

Contacts:

Tel: 21 380 16 09

Fax: 21 387 42 29

salics@fe.unl.pt

Opening Hours:

During Classes: Monday-Friday,
10 a.m. to 4 p.m.

FEUNL Holidays: Monday-Friday,
10 a.m. to 4 p.m. (closed between
12 a.m. to 2 p.m.)

7.2 CAREER MANAGEMENT CENTER

To access the CMC's services, all FEUNL's Students are invited to register authorizing the CMC to disclose their contacts and curricular data to any company that asks for it for recruitment purposes. A complete and accurate fulfillment of the enrolment form will enhance the Students' possibilities of being invited to participate in recruiting processes for internships and / or full-time offers.

CMC's services:

ON-LINE SERVICES

Consult enrolment form information; Search and consult all the job advertisements sent by recruiting companies; Search for companies' presentations / career workshops and other recruitment events schedule.

JOB ADVERTISEMENTS

CMC sends each year hundreds of job advertisements to Masters Students and Graduates enrolled.

RECRUITMENT PRESENTATIONS

Recruiting companies are invited to make on-campus presentations where students can learn about the company's objectives and needs, culture, mission, career prospects, jobs available and other matters of interest.

CAREER WORKSHOPS

All over the year, the CMC organizes Career Workshops, with the collaboration of different companies and alumni, to provide information about some industries and/or career paths or jobs.

BUSINESS FORUM

Business Forum is an event that takes place annually with the participation of many companies that present themselves in the School's facilities through a stand having also the opportunity to schedule a presentation in a room.

JOB HUNTING SEMINARS

The objective of these Seminars is to improve the Masters Student's abilities on their job search activities and to prepare them for the recruitment processes in general through the discussion and training of CV and Cover Letter writing and Recruitment Interviews.

INDIVIDUALIZED SUPPORT

The CMC offers to Masters Students individualized support (scheduled career Advice sessions) on their career choices and job searching activities.

Coordinator:

Dra. Elsa Franco

Contacts:

Dra. Ana Varão (avarao@fe.unl.pt)

Dra. Cristina Oliveira

(cmoliveira@fe.unl.pt)

Sandra Peralta (speralta@fe.unl.pt)

Office 151

Tel.: 21 380 16 32

Fax: 21 388 60 73

Schedule: Monday, Wednesday and
Friday, 2p.m. – 4p.m.

Tuesday and Thursday,

11a.m. – 1p.m.

(these schedules can be adjusted
during the academic year)

7.3 COMPUTER FACILITIES

Presently, the Computer Center is staffed by four permanent assistants and equipped with about 100 computers (all connected to the internet).

The School is also almost completely covered with wireless internet access.

Coordinator:

Eng. Álvaro Seco

(alvaro.seco@fe.unl.pt)

Contacts:

Training and User Support:

Dr. Manuel Gonçalves

(mgoncalves@fe.unl.pt)

Network Management:

Dr. Luis Filipe (lfilipe@fe.unl.pt)

Helpdesk:

José Tadeia (jtadeia@fe.unl.pt)

Pedro Silva (pedro.silva@fe.unl.pt)

Application Development and
Support:

Eng. Hugo Santos

(hpsantos@fe.unl.pt)

Rui Spranger

(rui.spranger@fe.unl.pt)

7.4 STUDENTS EXCHANGE OFFICE

The Students Exchange Office of the Faculdade de Economia manages the exchange activities of the school.

While studying at FE, Masters Students have the possibility to spend a semester at partner institutions/universities which have signed agreements with FE.

The selection of students is coordinated by the Students Exchange Office and takes place each semester following an application process whose rules are clear and straightforward.

Masters students also have the possibility of applying to MIM (Masters in International Management), a program involving a compulsory exchange period in one of the schools that are part of CEMS - a worldwide network of the best business schools. Applications to MIM are subject to very specific conditions which are not at all equal to those of general exchange.

At the moment, FE has exchange agreements (both at the undergraduate and graduate levels) with schools in 28 different countries, spanning from North & South America to Europe, Africa, Australia and Asia.

The Students Exchange Office assists students in all necessary practical issues concerning exchange, in close cooperation with its counterparts abroad.

In the academic year 2007/2008 almost 300 students participated in exchanges programs, at both the Undergraduate and Masters levels.

STUDENTS EXCHANGE OFFICE

Coordinator:
Prof. Luciano Amaral
Contacts:
Isabel Paiva
Fernanda Vicente
socrates@fe.unl.pt;
erasmus@fe.unl.pt
Office 103
Schedule:
Monday to Friday, 2p.m. – 5p.m.

7.5 THE ALMADA NEGREIROS LIBRARY

This library is directed to the needs of the undergraduate students and those on the Masters and Doctoral programs giving support to all scientific and pedagogical activity of the School.

The library offers (among others) the following services:

- Reading rooms and circulating check-outs for many of its collections
- Inter-library loans
- Access to documents from electronic retrieval systems
- Access to a variety of database searches (Portuguese and foreign)
- Electronic publishing and retrieval of NOVA working papers
- Personal reference service
- Training and assistance in library use.



GENERAL CONTACTS

WWW.FE.UNL.PT

Colégio de Campolide
Campus de Campolide

1099-032 LISBOA
Tel.: 21 380 16 00
Fax (Dean's Office):
21 387 11 05
Fax (Faculty Council Office):
21 387 09 33
Schedule:
Monday to Friday, 7a.m. – 11:30p.m.
Saturday, 9a.m. – 7:30p.m.
Sunday, 10a.m. – 7:30p.m.

Palacete Henrique de Mendonça

R. Marquês da Fronteira, Nº 20
1099-038 LISBOA
Tel.: 21 382 27 06
Fax: 21 387 39 73
Schedule:
Monday to Friday
8a.m. – 12p.m.

ACCREDITATION TASK FORCE

Dra. Charlotte Hamilton
Tel.: 21 380 16 70
chamilton@fe.unl.pt

ADMINISTRATIVE SERVICES

Coordinator:
Dra. Carmelina Fernandes
Contact:
Anabela Ribeiro
Tel.: 21 388 73 82
Fax: 21 387 42 29
secretfe@fe.unl.pt

AEIESEC NOVA

President:
Luís Neves
Business Relations Director:
Lara Azevedo
Contacts:
Tel. /Fax: 21 380 16 79
nova@aiesec.pt

ALMADA DE NEGREIROS LIBRARY

Colégio de Campolide
Coordinator:
Dra. Lurdes Gouveia
Contacts:
Tel.: 21 380 16 00
Fax: 21 385 68 81
sdoc@fe.unl.pt
Schedule:
During Term:
Monday to Friday, 9a.m. – 8p.m.
During Vacation:
Monday to Friday, 9a.m. – 5p.m.
(closes for lunch: 12a.m. – 1p.m.)

MBA LIBRARY

Palacete Henrique de Mendonça
Coordinator:
Dra. Fátima Crespo
Contact:
Hermínia Martins
(hmartins@fe.unl.pt)
Tel.: 21 382 27 33 / 37
Fax: 213 822 736
Schedule:
Monday to Friday, 9a.m. – 6p.m.

CAREER MANAGEMENT CENTER

Coordinator:
Dra. Elsa Franco
Contacts:
Dra. Ana Varão (avarao@fe.unl.pt)
Dra. Cristina Oliveira
(cmoliveira@fe.unl.pt)
Sandra Peralta (speralta@fe.unl.pt)
Office 151
Tel.: 21 380 16 32
Fax: 21 388 60 73
Schedule:
Monday, Wednesday and Friday,
2p.m. – 4p.m.
Tuesday and Thursday,
11a.m. – 1p.m.
(these schedules can be adjusted during the academic year)

COMMUNICATION AND INFORMATION OFFICE

Coordinator:
Dra. Mafalda Santos
Contacts:
Dra. Filipa Luz
Dra. Susana Costa
Maria João Rodrigues
Tel.: 21 380 16 38
Fax: 21 387 09 33
infonova@fe.unl.pt

COMPUTER FACILITIES

Coordinator:
Eng. Álvaro Seco
(alvaro.seco@fe.unl.pt)

Contacts:

Training and User Support:

Dr. Manuel Gonçalves
(mgoncalves@fe.unl.pt)

Network Management:

Dr. Luís Filipe (lfilipe@fe.unl.pt)

Helpdesk:

José Tadeia (jtadeia@fe.unl.pt)
Pedro Silva (pedro.silva@fe.unl.pt)

Application Development and Support:

Eng. Hugo Santos
(hpsantos@fe.unl.pt)
Rui Spranger
(rui.spranger@fe.unl.pt)

Documentation Centre:

Dra. Teresa Vieira (tvieira@fe.unl.pt)
Schedule:
Monday to Friday, 7a.m. – 11.30p.m.
Saturday, 9a.m. – 7.30p.m.
Sunday, 10a.m. – 7.30p.m.

FACULTY COUNCIL

President:
Prof. Mário Páscoa
Contact:
Rosa Rafael
Tel.: 213 887 381
Fax: 213 864 287
rrafael@fe.unl.pt

FINANCIAL SERVICES

Coordinator:
Dra. Paula Machado
Contacts:
Tel.: 21 380 16 05
FaX: 21 387 22 65
sfin@fe.unl.pt
Schedule:
During Term:
Monday to Friday, 10a.m. – 4p.m.
During Vacation:
Monday to Friday
10a.m. – 12a.m. and 2p.m. – 4p.m.

FORTUNA

Contacts:
António Martins
Tel.: 967 788 716
Fax: 21 387 42 62
fortuna@fe.unl.pt

GANEC

Coordinator:
Prof. Antonieta Cunha e Sá
Contact:
mcunhasa@fe.unl.pt

HEAD COUNCIL

President:
Prof. José Ferreira Machado
Contact:
Dra. Olga Tormenta
Tel.: 213 887 480
Fax.: 213 871 105
director@fe.unl.pt

HUMAN RESOURCES

Coordinator:
Dr. Miguel Coimbra
Contacts:
Tel.: 21 380 16 19
Fax: 21 387 42 29
srh@fe.unl.pt
Schedule:
Monday to Friday
10a.m. – 12.30a.m.
and 2.30p.m. – 4.30p.m.

INOVA (NOVA RESEARCH)

Coordinator:
Prof. Vasco Santos
Contact:
Dra. Elvira Afonso
inova@fe.unl.pt

NIF (CENTER FOR INTERCHANGE AND TRAINING)

Coordinator:
Prof. Mário Páscoa
pascoa@fe.unl.pt

NOVA FORUM (CENTRE FOR EXECUTIVE EDUCATION)

Coordinator:
Prof. M^a Manuel S. da Costa
Client Management:
dir.clientes@fe.unl.pt
Tel.: 21 382 80 20
Fax: 21 386 57 54
nforum@fe.unl.pt

PEDAGOGICAL COUNCIL

President:
Prof. Luís Catela Nunes
Student Relations:
Dra. Graça Semedo
Location: 1st Floor, Office 103
Schedule:
Monday to Friday, during the
afternoon
pedagogico@fe.unl.pt

PUMAP

info.pumap@gmail.com
www.pumap.org

REGISTRAR'S OFFICE

Coordinator:
Dra. Paula Costa
Contacts:
Tel.: 21 380 16 09
Fax: 21 387 42 29
salics@fe.unl.pt
Schedule:
During Term:
Monday to Friday, 10a.m. – 4p.m.
During Vacation:
Monday to Friday
10a.m. – 12a.m. and 2p.m. – 4p.m.

SOCIAL SERVICES

Contacts:
Dra. Iva Matos
Tel.: 21 371 56 00
Fax: 21 371 56 72
sasnova@unl.pt
Schedule:
Monday to Friday, 9a.m. – 5p.m.

STUDENTS EXCHANGE OFFICE

Coordinator:
Prof. Luciano Amaral
Contacts:
Isabel Paiva
Fernanda Vicente
socrates@fe.unl.pt;
erasmus@fe.unl.pt
Office 103
Schedule:
Monday to Friday, 2p.m. – 5p.m.

STUDENTS ASSOCIATION:

President:
Rodrigo Catrau
Contacts:
Tel.: 21 380 16 90
Fax: 21 387 42 62
aefeunl@fe.unl.pt
www.aefeunl.pt

THE MASTERS

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MESSAGE FROM THE DIRECTOR OF MASTERS PROGRAMS

Prof. Clara Costa Duarte
mcduarte@fe.unl.pt

Dear Student,

Welcome to our Masters Programs for 2008-2009.

At NOVA we pride ourselves on our continuous efforts to improve our programs, bench-marking these against the very best in Europe.

NOVA is internationally recognized for the quality of its research, international accreditations (seals of excellence), its collaboration with prominent schools and institutions, both professionally and academically, as well as its strategic alliances. As a student on our pre-experience Masters programs you will experience a project that represents the high level of excellence typically associated to our school.

Each program has its own rules. These are in line with European legislation, but were adjusted to correspond to the individual characteristics of our School: rigor, exigency, student support, organization, flexibility and internationalization, which continue to be our principal aspirations.

The Masters programs are designed facilitate your attainment of specific knowledge and to enable you to benefit from training that complements your undergraduate degree. As is the practice of this School, I am confident when I say that the level of instruction on the pre-experience Masters Programs is designed to be the best and that we have made best efforts to design programs that meet the changing demands of the labor market, thus increasing your chances of successful placement upon completion of your Masters Program.

The curricular courses required on the Masters programs will provide you with an advanced knowledge and understanding in specific curricular areas, allowing you to enrich the more generalist education offered on undergraduate programs. There is an extensive selection of courses, offered as full and half-semester courses, to enhance the flexibility of your Masters and allow you the opportunity to increase the level of diversity in your studies.

Furthermore, the work project will give you the right opportunity to develop your skills, apply previously obtained knowledge and ensure that all the required competencies were attained. This is important evidence to others that you are capable of developing an autonomous work, which requires time management, extensive background research, furthering your knowledge in a subject matter, and that you are able to defend your work to a jury of professionals in that area.

You should not forget that at this level of education everything is expected to be more demanding and the level of exigency will be adjusted to this fact. We are counting on your commitment, responsibility and ability to perform and compete at an international level. We are here to accompany and support you throughout your studies. We will work to help you succeed.

As a Masters student we already started to believe in your abilities, the day we accepted you.

We hope the programs will be both intellectually stimulating and professionally rewarding!

Wishing you an excellent academic year for 2008-2009.

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MASTERS PROGRAMS – GENERAL RULES

The following details the School's rules and regulations, common to all Masters Programs.

The rules and regulations presented in this document are applicable to this academic year, program adjustments may occur in the future and in this case transition rules will be established for enrolled students.

GENERAL RULES

The Masters Programs are full-time programs offered Monday thru Friday during the School day. All classwork and projects are scheduled to be undertaken during the School term and again, during the School day. The School expects the same level of commitment from all its students, regardless of their professional situation.

LANGUAGE

All Masters Programs are offered in English. You will be expected to conduct all written work, class presentations, and group work and sit examinations in English.

To help students identifying their effective proficiency in English, **all students entering the Masters programs** will now be tested for their English language level at the start of their first semester on the program. This language test is the TOEFL®: Institutional Testing Program for English Proficiency and will be offered free of charge to all entering students. The date for this examination is 27 September, 2008 at 10:00.

For students who need this, the School provides on-going classes of English language for Masters students during the academic year and the University's language

institute – ILNOVA provides specific language training for a variety of language examinations should students need extra support.

DURATION

The Masters Programs are organized by semester.

Each Masters has a minimum duration of 3 academic semesters, including an academic curricular part and a Work Project (dissertation).

Once enrolled, the maximum permitted amount of time to complete a Masters Program is 6 academic semesters.

The possibility of suspending (“freezing”) enrollment is not possible on the Masters Programs. Students must enroll on sequential semesters.

CREDITS

Each course successfully attended and completed corresponds to a specific number of ECTS (European Credit Transfer System) credits.

To obtain a Masters Degree award, it is necessary to complete a minimum of 102 ECTS (up to a maximum of 120 ECTS) to which the following must apply:

- Successful completion of courses totaling a minimum of 60 ECTS and up to a maximum of 78 ECTS,
- Successful completion of a Work Project: 42 ECTS.

Courses on the Masters Programs are worth the following number of credits:

Full-courses (lasting one semester)	= 7.5 ECTS
Half-courses (lasting half semester)	= 3.5 ECTS or 4 ECTS

Seminars = 2 ECTS

Skills Modules (one full day or two mornings) = 1 ECTS

Thematic Blocks = 5 ECTS

During each semester a student can only register to take courses with a total credit value of no more than 37.5 ECTS (Skills modules, Thematic Blocks and Seminars do not count towards this limit). However, during the semester of the Work Project a student can only enroll on courses up to a maximum value of 15 ECTS (Full or half-courses).

PRE-REQUISITES

Quantitative Methods Pre-requisite Course (Given by Professor José Faias) For students whose undergraduate degree was considered to provide insufficient quantitative methods training, the mandatory pre-requisite course in very basic mathematics and statistics will take place at the beginning of the first semester prior to the start of the academic year 2008/2009.

Students that are required to take this course should have been notified prior to enrollment.

All these students will be required to take a test on the first day of the course.

If a student passes this test, they can be exempted from the rest of the course. If a student fails, they will be required to take not only the course, but also an additional test at the end of the course.

The course will consist of two stages:

- From 2 - 9 September an intensive part will take place with a full-time workload.
- During the following month two weekly sessions will strengthen

acquired knowledge and help students to adjust to the Masters programs' quantitative requirements.

Exceptionally, if a student fails the exam they will have 2 additional attempts during their first academic semester, on predefined dates. If by any chance a student is not able to pass any of these tests, it means that student has not acquired the required minimum quantitative skills to follow their Masters program with success.

Material from the course with indications of what is likely to appear on the test will be sent by email to all affected students. And, if necessary, an additional reading plan will be suggested to help students adjust to NOVA's courses.

WAIVERS

Wherever a student believes that their undergraduate program has already provided them with sufficient training in a specific area, they are free to request a waiver for one or more courses on their Masters Program.

On enrollment day(s) 1 and 2 September, 2008, students will be able to request a “Waiver Request Form” from Academic Services where they can clearly indicate which NOVA Masters courses they wish to be waived from and which courses they have previously taken that might grant these waivers. Students will also need to indicate on this form which courses they wish to be enrolled on IF their waiver is successfully granted.

For students coming from other undergraduate courses than those provided at NOVA, it is imperative that the “Waiver Request Form” is

accompanied by the full course content of each course taken elsewhere, to enable a suitable comparative analysis.

The completed form and course contents should be delivered to Academic Services (Masters responsible) when enrollment takes place.

By definition, students should always assume that a waiver will not be granted. This is because the waiver analysis process will occur **only once enrollment has taken place**. Therefore, all students will be required to enroll in the appropriate courses for their Masters.

If a waiver is subsequently granted, the student will be informed and thus, able to un-enroll from the course in question.

Please note, a waiver for a specific course will not affect the total number of credits required to complete the Masters Programs. This number is fixed.

Waivered courses must be substituted with alternative courses to ensure the credit requirements for the Masters are satisfied.

POST-GRADUATE CERTIFICATE

Students who have successfully completed the curricular part of the program may request a Post-Graduate Certificate in Economics, in Finance or in Management, depending upon their original Masters Programs choice.

The Post-Graduate Certificate will carry a final grade equal to the weighted average, in credit terms, of all the student's grades.

It is important to note that any student may request the Post-graduate Certificate, from Academic Services after successful completion of the curricular part of the Masters. They may also then continue to do their Work Project and if successful, exit the program afterwards with a Masters Degree Award.

GRADES

Students' course evaluation is conducted on an individual basis, and final grades are on a scale of 1 – 20.

Curricular courses or Work Project approval requires that the final grade is **equal to or greater than 10**.

Each course's evaluation can be based on a student's participation in class, coursework, class-work, tests, examinations and other evaluations, according to rules defined by the Course Instructor at the beginning of the academic period, in the course syllabus. Individual written work cannot count for less than 50% of the final grade.

In extreme circumstances exceptions to the aforementioned system may be requested to the School's Faculty Council by means of a letter addressed to the President of the Faculty Council, with copy to the Director of Masters Programs.

For full-courses, the examinations will be scheduled for the end of the semester during which they are offered.

For half-courses, the examinations will be offered at the end of the half during which they are offered i.e. students on a half-course given in the first half of the semester will be examined during the first set of examinations, half-way through that semester. There is only ever ONE examination period per course (please see the calendar section).

The final Masters' classification is a weighted average between the final classification of the academic curricular part (weighted at 65%) and the classification of the Work Project (weighted at 35%). The final classification of the academic curricular part is the weighted average, in credit terms, of all the student's course grades.

Students completing their Masters program **MUST** request the "Letter of Program Completion", "The Masters Diploma" and the "Supplement to

the Diploma" during the week following the end of their Masters program. These can be requested at Academic Services OR through the School's intranet.

AWARDS

Many entities, both national and international, regularly award grants and scholarships to the students with the highest grades, in a variety of disciplines and courses.

"Espírito Santo Activos Financeiros (ESAF)" Award

Awarded by Espírito Santo Activos Financeiros to the student with the highest final grade on the Masters in Economics program.

"Espírito Santo Investment (BESI)" Award

Awarded by Espírito Santo Investment to the student with the highest final grade on the Masters in Finance program.

"Banco Espírito Santo (BES)" Award

Awarded by Banco Espírito Santo to the student with the highest final grade on the Masters in Management program.

"The Mercer Human Resources" Award

This company is particularly interested in the tendency observed in the European Union to reduce state costs in allowances and to increase individuals' responsibility in financing their own allowances. Therefore, Mercer intends to reward the three best Masters theses on the development of allowances plans and social benefits.

"Amélia de Mello" Grant

Given by Fundação Amélia de Mello to promote research in Economics or Management in the marketplace or to further the preparation of Professors and Researchers in those areas.

"Amélia de Mello" Award

Given by Fundação Amélia de Mello to the highest grade in the classwork leading to the Master in Economics.

"Espírito Santo Investment" Award

Given by the Bank Espírito Santo Investment to the best student in the course of Investments.

"Francisco José Barosa" Award

Given by Santos Barosa – Vidros SA, to the best student in the course of Industrial Organization.

"Saint-Gobain Glass" Award

Given by Saint-Gobain Glass to the best student in the course of Global Energy Markets.

AREA MENTIONS

Students pursuing the Masters Degree route are required to conduct a Work Project within their chosen area of specialization which would be one of their "area mentions".

Masters in Economics and in Management students may exit their Masters with one or two "area mentions".

The main "area mentions" for Economics are: Globalization and Development Economics, Macroeconomics, Applied Policy Analysis and Markets and Regulation. Additionally, a second area could be: Finance and Banking, Organizations and Management, or Quantitative Analysis.

Masters in Finance students will always conduct their Work Project in the area of Accounting and Finance. There are no "area mentions" on the Masters in Finance

Students on the Masters in Management Program may exit their Masters with an "area mention" in Strategy, in Marketing, in Organizational Studies or in Accounting & Financial Reporting.

Students are free to take electives from **any of the Masters programs at any stage in their program, provided they respect the necessary pre-requisite requirements**. However, students must consider the specific requirements for the successful completion of their Masters program and the priorities mentioned previously which will be implemented at each enrollment.

WORK PROJECT

In order to receive a Masters Degree award, a student must complete a Work Project. This is the equivalent to a Masters dissertation. The Work Project is an original piece of work, supervised by a Professor with research experience or profound knowledge of the area in question.

Currently the School is able to offer all students three specific ways to conduct their Work Project:

- Integrative Practical Work Project (IWP)
- Directed Research
- Internship

The Work Project is worth 42 ECTS = 1176 hours of individual workload. The 42 ECTS from the Work Project are only given to the student once the Work Project has been approved by a jury. One of the jury members will be the advising Professor.

Students who are struggling to meet the Work Project deadlines should first discuss this with their advisor and then seek advice from the Masters Office staff. Students may prolong their studies (in accordance with the timeframe for completing the Masters Program). However, please bear in mind that you will be required to pay the appropriate fee for the additional semesters and also, repeat the matching process once more. The School cannot guarantee students their initial advisor from semester to semester.

The final Work Project must be written in English and delivered on the requested dates by the student according to delivery procedures (which will be communicated to all students). A letter requesting its public defense must accompany the final report.

The Work Projects will be discussed and evaluated by a jury. The jury will consist of members of faculty and the student's Work Project advisor. Typically, the public defense will last approximately 30 minutes. The student will have 15 minutes to present their Work Project, whereupon the jury will be able to ask the student questions pertaining to their work.

IWPs

This year, the following IWPs will be offered:

Masters in Management

- Strategy area: Business Planning: SME Competitiveness
- Marketing area: Technology – Market Transfer Plan

Masters in Finance

- Equity Research – Finance¹

The IWP project is centered on a high-impact real problem that the student is apt to face in the professional future and offers the possibility to integrate distinct knowledge areas. Work can be team-based, although students present individual reports on specific developments around the core research problem.

The IWPs will have a specific calendar, running in parallel to that of the Directed Research Work Projects. More detailed information will be sent to all students in due time for consultation.

Business Planning: SME Competitiveness

This IWP is an intense, team-based, problem-centered learning experience through which students will learn about the process of improving SME competitiveness. While each team will work on the same enterprise, students within the team will focus on distinct vectors of competitiveness: internationalization, innovation and operational effectiveness. This individual work will constitute the basis for their individual Work Project.

Technology – Market Transfer Plan

This IWP is an intense, problem-centered learning experience through which students develop a marketing plan (using real data) for an existing patented technology. Examples of this project could be to find new

applications for RFID technology (ST Microelectronics) or to find a new service with a technological dimension (Eurocopter). The proposed markets for this technology can be completely new-to-the-world, new applications or new market segments in which the technology has never been used before. While each team will work on the same technology, students should identify different markets and develop distinct market plans for the technology. This individual work will constitute the basis for their individual Work Project.

Equity Research

This track proposes a Masters Work Project in the form of an Equity Research report, such as is usually produced by international investment banks. This type of research report follows a very specific format that leads to a recommendation for investors.

This track emphasizes the practical application of acquired academic knowledge and is particularly well suited for students seeking a “hands-on” pre-professional experience. It is built on market data and requires students to follow the markets on a daily basis, inviting them to experience the job of a research analyst.

The goal is to maximize students' exposure to financial markets, companies and professionals, and to introduce students to the financial community.

DIRECTED RESEARCH

This involves a professor at the School proposing a specific theme within an area of specialization. Students will work one-on-one with the professor, developing their Work Project under the direct scientific supervision of that professor, a specialist in that subject area.

INTERNSHIPS

Students also have the option of developing their Work Project within the structure of an organized, typically unpaid, internship for a period of 3 – 6 months.

Organizations working with NOVA faculty have defined specific projects to be developed by the top student(s) in each area of specialization. Students will be informed of all available internships and may request to be considered for these places.

Students should be aware that the exact dates for the internships may not correspond to those of the academic semester. The internship will take place during the semester that is dedicated to the associated Work Project. Upon successful completion, students will be awarded the corresponding number of credits for their Work Project.

There are clear and fixed rules that apply to these internships. A complete copy of these rules is available on the School's intranet in the Guidelines document or upon request from the Manager, Masters Programs.

Briefly, internships must have a “problem solving” format, this is to say that they must respond to a predefined question/problem raised by an organization. They must be pre-approved by the Director of Masters Programs and by the faculty member who will become the advisor of the Work Project. Students must also have a designated supervisor within the organization where they will carry out their internship.

The School will not allow students outside of its own protocol agreements for internships to develop their Work Projects at their place of employment. These students are recommended to select either an IWP or Directed Research route, if they wish to pursue the Masters Degree award.

¹ Exceptionally in the 1st semester of 2008/2009, also available to Masters in Management students in the Accounting & Financial Reporting area.

SEMINARS

One of our concerns is to help students gain real-world experience while they study. These seminars are required for all new Masters students and are designed to enable students to discuss and to further their understanding of real-world issues and further develop their knowledge of Economics, Finance or Management. Seminar attendance is compulsory for all students in their first semester of Masters study and is worth 2 ECTS.

THEMATIC BLOCKS

In January NOVA is providing its Masters students with the opportunity to attend a Thematic Block. These Blocks are optional for students, but strongly recommended and have a duration of 4 weeks and provide ECTS credits. They will focus on integrative contemporary topics of substantial diversity and will incorporate lectures, discussion, class visits and case development.

In January 2009, NOVA will be offering the following thematic blocks:

- Africa vs. Brazil, China & Other Emerging Markets (ABC)
- Arts & Management
- Preparing for the CFA

Thematic blocks are worth 5 ECTS. Students must enroll on thematic blocks on days 1 and 2 September, along with their other courses. All thematic blocks are accessible to any Masters student, regardless of their chosen program.

SKILLS MODULES

Besides compulsory courses and electives, NOVA has developed a way to foster and enhance students' soft skills. Students are now able to take a series of skills modules in communication, multi-cultural teambuilding and career development.

All skills modules are **jointly** worth 1 ECTS.

EXCHANGE PROGRAMS

Students admitted onto the Masters Programs have the possibility of studying abroad for a maximum period of one academic semester and gain equivalence in the courses taken abroad.

The placement in foreign universities, included within the School's exchange program, and the student study plan must be previously approved by the Student Exchange Office.

Complete information regarding exchange opportunities for Masters students is available on the School's website and also, at the Student Exchange Office.

Students are strongly recommended to contact the Student Exchange Office at the beginning of the semester **before** the semester they wish to do the exchange. Deadlines for exchanges are always well in advance and all Masters students will be notified.

Credit equivalence for mandatory courses on each Masters Program must be recognized by the Student Exchange Office, all other credits will count as optional courses.

DOUBLE DIPLOMAS

Besides its exchange agreements, NOVA is also offering its best Masters' students the opportunity to follow a double diploma program, whereby students study at NOVA and at the partner institution the time necessary to satisfy the requirements of both institutions' Masters programs.

Currently, all Masters students are eligible to apply to attend IBMEC – SP's Masters program. Attendance will provide credit that is applicable towards a double degree.

Furthermore, we are working on two additional protocols: one with the European Business School (EBS) in Germany and another with the Warsaw School of Economics in Poland.

ENROLLMENT PROCEDURES

COURSE ENROLLMENT FOR THE CURRICULAR PART

There is **no pre-enrollment** on the Masters courses, neither in person nor via the internet.

The dates for enrollment on the Masters Programs are days 1 and 2 September (in accordance with the table below), beyond this period no enrollment will be allowed.

If you are unable to enroll on the dates specified, you must send someone duly appointed to represent you, to do this for you.

Besides on the Students' Intranet and through regular email communication with on-going Masters students, notices will be posted at the main entrance to the Campolide building and on the Masters notice board (in the main corridor) as to the procedures for enrollment. Students are strongly recommended to check this information prior to enrollment dates. These notices will indicate when and where students should enroll.

New Masters students and students enrolling on their final semester will be given priority when enrolling for mandatory courses. In your first semester (of the program) you will be requested to enroll on mandatory courses first, and then electives if your credit limit permits this. These electives will follow the below order of priority:

- Masters in Economics students will have priority when enrolling on Economics electives.
- Masters in Finance students will have priority when enrolling on Finance electives.
- Masters in Management students will have priority when enrolling on Management electives.

Courses on the Masters have a cap of 40 students. Where demand is high, the School will define the priorities for student enrollment.

Day 1 – 1 September		Day 2 – 2 September	
PROGRAM SPECIFIC ENROLLMENT		OTHER PROGRAMS' ELECTIVES	
NEW STUDENTS	EXISTING STUDENTS	NEW STUDENTS	EXISTING STUDENTS
Economics students in Economics core and Economics electives	Economics students in Economics core and Economics electives	Electives from other program areas (Economics, Finance or Management)	Electives from other program areas (Economics, Finance or Management)
Finance students in Finance core and Finance electives	Finance students in Finance core and Finance electives		
Management students in Management core and Management electives	Management students in Management core and Management electives		

Not all students will be able to take their first choice. Therefore, it is important that you have alternative options thought through for enrollment time. The Masters staff are happy to talk you through your study plan and advise you which courses to take.

ENROLLMENT ON THE WORK PROJECT

Enrollment on the Work Project must occur prior to the start of the semester when you will conduct your Work Project.

This enrollment process is managed by the Masters Office.

There will be two periods for enrollment: June and December (in anticipation of each semester).

Students beginning their Work Project in September 2008 will be able to enroll exceptionally days 1 and 2 September 2008 to begin immediately after the matching process is complete (approximately one week later).

Students who will carry out their Work Project in the **second semester of the academic year 2008/2009** will be required to enroll on their Work Project prior to the end of the first semester: 22 and 23 December, 2008.

Students who will carry out their Work Project in the **first semester of the academic year 2009/2010** will be required to enroll on their Work Project prior to the end of the second semester of 2008/2009: 2 and 3 June, 2009.

Before Work Project enrollment dates all Masters students will be sent a

list of themes for IMPs and Directed Research available for the semester along with:

- **The Guidelines for Work Projects**

Full guidelines for the completion of the Work Project will be available on the School's students' intranet and will be also sent to you at the time of enrolling for the Work Project. Whether you do your Work Project as an IWP, Directed Research or through an Internship, you will always be required to present a written work in accordance with the guidelines and defend this work in front of a jury which should include your academic advisor and your company advisor (if through an internship). The Work Project is due at the end of the academic semester of its enrollment.

- **Work Project Enrollment Form**

This form is sent by email to the Masters Office:

masters@fe.unl.pt or submitted in person at the Masters Office on the Work Project enrollment dates.

- **Work Project Calendar**

Each semester the School develops a series of Workshops to accompany the development of your Work Project. These have a specific calendar, which will be sent to you and will also be available on the School's intranet for you to consult.

Internship opportunities will be announced separately and will be offered to the top students in each area of specialization.

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MASTERS IN ECONOMICS

MASTERS IN ECONOMICS – CORE AND ECONOMICS ELECTIVE OFFER IN 2008/2009

Legend for color-coding

OBLIGATORY CORE COURSES	AREA OBLIGATORY COURSES	AREA LECTIVES
-------------------------	-------------------------	---------------

FALL	
1 st Half	2 nd Half
Micro: Decisions and Interactions	
Macro: Growth & Fluctuations	
Econometrics	
Seminar in Current Economic and Financial Issues for all NEW STUDENTS	
Public Economics	
Industrial Organization	
History of Globalization	Economic Growth
Environmental Policy	Global Energy Markets
Math I	Economics of Education
	Labor Economics
	Math II

SPRING	
1 st Half	2 nd Half
Investments	Corporate Finance*
Development Economics	The Spatial Dimension of Ec.
International Trade	World Trade Organizations
The Politics of Economic Integration	Fiscal Policy
Economics of Health and Health Care	Economics of Social Insurance
Economic Regulation	Competition Policy
Tools for Applied Policy Analysis	Topics in Regulation Theory
Game Theory I	Game Theory II
Time Series Econometrics	Applied Macroeconometrics
Microeconometrics	Empirical Macro
Macroeconomic Theory	
Monetary Policy in Open Economies	

* waiver to FEUNL undergraduate students upon request

MASTERS IN ECONOMICS - GENERAL REQUIREMENTS

- Equivalent to FOUR compulsory courses (30 ECTS):
 - Micro: Decisions and Interactions
 - Macro: Growth & Fluctuations
 - Econometrics
 - Investments AND Corporate Finance (2 x half courses)
- Elective courses (28 ECTS).
- Students must take a minimum of ONE “area mention” worth at least 14 ECTS, organized into introductory area courses (indicated in Ivory below) worth at least 7 ECTS and elective courses indicated for that area (in light orange below) worth at least another 7 ECTS.

The four major areas of specialization in Economics are:

- Globalization and Development Economics
- Macroeconomics
- Applied Policy Analysis (for area requirements see table below)
- Markets and Regulation (for area requirements see table below)

As a SECOND area students can choose another from the above list or in addition from:

- Finance and Banking (14 ECTS from Finance electives)
- Organizations and Management (14 ECTS from Management core or elective courses).
- Quantitative Analysis (14 ECTS from Quantitative Methods elective courses).

The Work Project must be developed in one of the areas of specialization chosen.

- Economic Seminar - 2 ECTS
- Work Project – 42 ECTS
- Skills Modules – 1 ECTS, optional
- Thematic Blocks – 5 ECTS, optional

MASTERS IN ECONOMICS – CORE AND AREA MENTIONS OFFER IN 2008/2009

Legend for color-coding

OBLIGATORY CORE COURSES	AREA OBLIGATORY COURSES	AREA LECTIVES
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A) GLOBALIZATION AND DEVELOPMENT ECONOMICS

FALL	
1 st Half	2 nd Half
Micro: Decisions and Interactions	
Macro: Growth & Fluctuations	
Econometrics	
Seminar in Current Economic and Financial Issues for all NEW STUDENTS	
Public Economics	
Industrial Organization	
History of Globalization	Economic Growth
Environmental Policy	Global Energy Markets
Math I	Economics of Education
	Labor Economics
	Math II

SPRING	
1 st Half	2 nd Half
Investments	Corporate Finance*
Development Economics	The Spatial Dimension of Ec.
International Trade	World Trade Organizations
The Politics of Economic Integration	Fiscal Policy
Economics of Health and Health Care	Economics of Social Insurance
Economic Regulation	Competition Policy
Tools for Applied Policy Analysis	Topics in Regulation Theory
Game Theory I	Game Theory II
Time Series Econometrics	Applied Macroeconometrics
Microeconomics	Empirical Macro
Macroeconomic Theory	
Monetary Policy in Open Economies	

* waiver to FEUNL undergraduate students upon request

B) MACROECONOMICS

FALL	
1 st Half	2 nd Half
Micro: Decisions and Interactions	
Macro: Growth & Fluctuations	
Econometrics	
Seminar in Current Economic and Financial Issues for all NEW STUDENTS	
Public Economics	
Industrial Organization	
History of Globalization	Economic Growth
Environmental Policy	Global Energy Markets
Math I	Economics of Education
	Labor Economics
	Math II

SPRING	
1 st Half	2 nd Half
Investments	Corporate Finance*
Development Economics	The Spatial Dimension of Ec.
International Trade	World Trade Organizations
The Politics of Economic Integration	Fiscal Policy
Economics of Health and Health Care	Economics of Social Insurance
Economic Regulation	Competition Policy
Tools for Applied Policy Analysis	Topics in Regulation Theory
Game Theory I	Game Theory II
Time Series Econometrics	Applied Macroeconometrics
Microeconomics	Empirical Macro
Macroeconomic Theory	
Monetary Policy in Open Economies	

* waiver to FEUNL undergraduate students upon request

C) APPLIED POLICY ANALYSIS

FALL	
1 st Half	2 nd Half
Micro: Decisions and Interactions	
Macro: Growth & Fluctuations	
Econometrics	
Seminar in Current Economic and Financial Issues for all NEW STUDENTS	
Public Economics	
Industrial Organization	
History of Globalization	Economic Growth
Environmental Policy	Global Energy Markets
Math I	Economics of Education
	Labor Economics
	Math II

SPRING	
1 st Half	2 nd Half
Investments	Corporate Finance*
Development Economics	The Spatial Dimension of Ec.
International Trade	World Trade Organizations
The Politics of Economic Integration	Fiscal Policy
Economics of Health and Health Care	Economics of Social Insurance
Economic Regulation	Competition Policy
Tools for Applied Policy Analysis**	Topics in Regulation Theory
Game Theory I	Game Theory II
Time Series Econometrics	Applied Macroeconometrics
Microeconomics**	Empirical Macro
Macroeconomic Theory	
Monetary Policy in Open Economies	

* waiver to FEUNL undergraduate students upon request

** Area requirements: Public Economics + one of: Tools for Applied Policy Analysis / Microeconomics

Legend for color-coding

OBLIGATORY CORE COURSES	AREA OBLIGATORY COURSES	AREA LECTIVES
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D) MARKETS AND REGULATION

FALL	
1 st Half	2 nd Half
Micro: Decisions and Interactions	
Macro: Growth & Fluctuations	
Econometrics	
Seminar in Current Economic and Financial Issues for all NEW STUDENTS	
Public Economics	
Industrial Organization	
History of Globalization	Economic Growth
Environmental Policy	Global Energy Markets
Math I	Economics of Education
	Labor Economics
	Math II

SPRING	
1 st Half	2 nd Half
Investments	Corporate Finance*
Development Economics	The Spatial Dimension of Ec.
International Trade	World Trade Organizations
The Politics of Economic Integration	Fiscal Policy
Economics of Health and Health Care	Economics of Social Insurance
Economic Regulation**	Competition Policy**
Tools for Applied Policy Analysis	Topics in Regulation Theory**
Game Theory I	Game Theory II
Time Series Econometrics	Applied Macroeconometrics
Microeconometrics	Empirical Macro
Macroeconomic Theory	
Monetary Policy in Open Economies	

* waiver to FEUNL undergraduate students upon request

** Area requirements: Industrial Organization + two out of: Economic Regulation, Topics in Regulation Theory, Competition Policy.

4

MASTERS IN FINANCE

MASTERS IN FINANCE – CORE AND FINANCE AND ACCOUNTING ELECTIVE OFFER IN 2008/2009

Legend for color-coding

OBLIGATORY CORE COURSES	AREA OBLIGATORY COURSES	AREA LECTIVES
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FALL	
1 st Half	2 nd Half
Investments	Corporate Finance* / Applied Corporate Finance
Economics*	
Principles of Econometrics*	Research Methods for Management
Management*	Introduction to Accounting*
	Modeling Business Decisions
Seminar in Current Economic and Financial Issues for all NEW STUDENTS	
Banking	
Corporate Governance	Applied Corporate Finance
Fixed Income I	Fixed Income II
Financial Markets	
Taxation	Derivatives
	Auditing
Micro: Decisions and Interactions	
Macro: Growth & Fluctuations	
Econometrics	

SPRING	
1 st Half	2 nd Half
Investments	Corporate Finance*
International Finance	Research Methods for Management
Mergers, Acquisitions, Restructuring	
Financial Statement Analysis	Taxation
Entrepreneurial Finance & Venture Capital	
Empirical Finance	
Management Accounting	
Asset Management	
Corporate Governance	Research Methods for Management
Derivatives	Risk Management

* waiver to FEUNL undergraduate students upon request

MASTERS IN FINANCE - GENERAL REQUIREMENTS

1. Equivalent to FOUR compulsory courses (30 ECTS):
 - a. Investments AND Corporate Finance (2 x half courses)
 - b. Economics
 - c. Principles of Econometrics AND Research Methods for Management or Modeling Business Decisions (2 x half courses)
 - d. Management AND Introduction to Accounting (2 x half courses)

Students who have been granted a waiver for Corporate Finance will be required to take Applied Corporate Finance instead.

2. Elective courses (28 ECTS) as follows:
 - a. At least 21 ECTS from Finance area courses.
 - b. Up to 7 ECTS from any other Masters courses.
3. Finance Seminar - 2 ECTS, compulsory
4. Work Project – 42 ECTS
5. Skills Modules – 1 ECTS, optional
6. Thematic Blocks – 5 ECTS, optional

5

MASTERS IN MANAGEMENT

MASTERS IN MANAGEMENT – CORE AND MANAGEMENT ELECTIVE OFFER IN 2008/2009

Legend for color-coding

OBLIGATORY CORE COURSES	AREA OBLIGATORY COURSES	AREA LECTIVES
-------------------------	-------------------------	---------------

FALL	
1 st Half	2 nd Half
Investments	Corporate Finance*
Analysis of Industry and Competition	
Foundations of Marketing Planning*/Marketing in a Dynamic World	
Human Resource Management	Research Methods for Management
Management Seminar for all NEW STUDENTS	
Marketing in a Dynamic World	
Brand Management	
Marketing Across Cultures	International Marketing Strategy
Entrepreneurship	Corporate Strategy
Plan. and Org. Operating Systems	Global Human Resource Management
Research Design	Marketing Research
Negotiation	Advanced Negotiation
Quality Management	Modeling Business Decisions
	Global Supply Chain Management

SPRING	
1 st Half	2 nd Half
Investments	Corporate Finance*
Analysis of Industry and Competition	
Human Resource Management	Research Methods for Management
Pricing Strategies	International Business
Global Supply Chain Management	Corporate Strategy
Modeling Business Decision	Competitive Strategy
Consumer Behavior	Consumer and Managerial Decision Making
Distribution Channels	Sales Forces Management & Retailing
Management of Product Innovation	New Product Development
Organizational Theory & Design	
Leadership & Change Management	
	Integrated Marketing Communications
Management Seminar for all NEW STUDENTS	

* waiver to FEUNL undergraduate students upon request

MASTERS IN MANAGEMENT - GENERAL REQUIREMENTS

1. Equivalent to FOUR compulsory courses (30 ECTS) :
 - a. Investments AND Corporate Finance (2 x half courses)
 - b. Analysis of Industry and Competition
 - c. Foundations of Marketing Planning
 - d. Research Methods for Management (Half course)
 - e. Human Resource Management (Half course)

Students who have been granted a waiver for Foundations of Marketing Planning will be required to take Marketing in a Dynamic World instead.

2. Elective courses (28 ECTS) as follows:
At least 14 ECTS in courses from the Work Project “area mention”, up to 14 ECTS from any other Masters’ courses.

The four major areas of specialization in Management are:

- a. Strategy (for area requirements see table below)
- b. Marketing (for area requirements see table below)
- c. Organizational Studies (for area requirements see table below)
- d. Accounting and Financial Reporting (for area requirements see table below)

3. Management Seminar - 2 ECTS, compulsory
4. Work Project – 42 ECTS
5. Skills Modules – 1 ECTS, optional
6. Thematic Blocks – 5 ECTS, optional

MASTERS IN MANAGEMENT – CORE AND AREA MENTIONS OFFER IN 2008/2009

Legend for color-coding

OBLIGATORY CORE COURSES	AREA OBLIGATORY COURSES	AREA LECTIVES
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A) STRATEGY

FALL	
1 st Half	2 nd Half
Investments	Corporate Finance*
Analysis of Industry and Competition	
Foundations of Marketing Planning*/Marketing in a Dynamic World	
Human Resource Management	Research Methods for Management
Management Seminar for all NEW STUDENTS	
Marketing in a Dynamic World	
Brand Management	
Marketing Across Cultures	International Marketing Strategy
Entrepreneurship	Corporate Strategy
Plan. and Org. Operating Systems	Global Human Resource Management
Research Design	Marketing Research
Negotiation	Advanced Negotiation
	Global Supply Chain Management
Industrial Organization	

SPRING	
1 st Half	2 nd Half
Investments	Corporate Finance*
Analysis of Industry and Competition	
Human Resource Management	Research Methods for Management
Pricing Strategies	International Business
Global Supply Chain Management	Corporate Strategy
Modeling Business Decision	Competitive Strategy
Consumer Behavior	Consumer and Managerial Decision Making
Distribution Channels	Sales Forces Management & Retailing
Management of Product Innovation	New Product Development
Organizational Theory & Design	
Leadership & Change Management	
	Integrated Marketing Communications
Game Theory I	Game Theory II
Management Seminar for all NEW STUDENTS	

* waiver to FEUNL undergraduate students upon request
Area requirements: at least the equivalent to 2 semester courses (or 4 half semester courses) in Strategy

B) MARKETING

FALL	
1 st Half	2 nd Half
Investments	Corporate Finance*
Analysis of Industry and Competition	
Foundations of Marketing Planning*/Marketing in a Dynamic World	
Human Resource Management	Research Methods for Management
Management Seminar for all NEW STUDENTS	
Marketing in a Dynamic World	
Brand Management	
Marketing Across Cultures	International Marketing Strategy
Entrepreneurship	Corporate Strategy
Plan. and Org. Operating Systems	Global Human Resource Management
Research Design	Marketing Research
Negotiation	Advanced Negotiation
Quality Management	Modeling Business Decisions
	Global Supply Chain Management

SPRING	
1 st Half	2 nd Half
Investments	Corporate Finance*
Analysis of Industry and Competition	
Human Resource Management	Research Methods for Management
Pricing Strategies	International Business
Global Supply Chain Management	Corporate Strategy
Modeling Business Decision	Competitive Strategy
Consumer Behavior	Consumer and Managerial Decision Making
Distribution Channels	Sales Forces Management & Retailing
Management of Product Innovation	New Product Development
Organizational Theory & Design	
Leadership & Change Management	
	Integrated Marketing Communications
Management Seminar for all NEW STUDENTS	

* waiver to FEUNL undergraduate students upon request
Area requirements: at least 2 semester courses (or 4 half semester courses) in Marketing, including the Research Design course

C) ORGANIZATIONAL STUDIES

FALL	
1 st Half	2 nd Half
Investments	Corporate Finance*
Analysis of Industry and Competition	
Foundations of Marketing Planning*/Marketing in a Dynamic World	
Human Resource Management	Research Methods for Management
Management Seminar for all NEW STUDENTS	
Marketing in a Dynamic World	
Brand Management	
Marketing Across Cultures	International Marketing Strategy
Entrepreneurship	Corporate Strategy
Plan. and Org. Operating Systems	Global Human Resource Management
Research Design	Marketing Research
Negotiation	Advanced Negotiation
Quality Management	Modeling Business Decisions
	Global Supply Chain Management

SPRING	
1 st Half	2 nd Half
Investments	Corporate Finance*
Analysis of Industry and Competition	
Human Resource Management	Research Methods for Management
Pricing Strategies	International Business
Global Supply Chain Management	Corporate Strategy
Modeling Business Decision	Competitive Strategy
Consumer Behavior	Consumer and Managerial Decision Making
Distribution Channels	Sales Forces Management & Retailing
Management of Product Innovation	New Product Development
Organizational Theory & Design	
Leadership & Change Management	
	Integrated Marketing Communications
Management Seminar for all NEW STUDENTS	

* waiver to FEUNL undergraduate students upon request
Area requirements: at least 2 semester courses (or 4 half semester courses) in OS/HR, including Global Human Resource Management

Legend for color-coding

OBLIGATORY CORE COURSES	AREA OBLIGATORY COURSES	AREA LECTIVES
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D) ACCOUNTING & FINANCIAL REPORTING

FALL	
1 st Half	2 nd Half
Investments	Corporate Finance*
Analysis of Industry and Competition	
Foundations of Marketing Planning*/Marketing in a Dynamic World	
Human Resource Management	Research Methods for Management
Management Seminar for all NEW STUDENTS	
Marketing in a Dynamic World	
Brand Management	
Marketing Across Cultures	International Marketing Strategy
Entrepreneurship	Corporate Strategy
Plan. and Org. Operating Systems	Global Human Resource Management
Research Design	Marketing Research
Negotiation	Advanced Negotiation
Quality Management	Modeling Business Decisions
	Global Supply Chain Management
Corporate Governance	Introduction to Accounting*
Taxation	Auditing

SPRING	
1 st Half	2 nd Half
Investments	Corporate Finance*
Analysis of Industry and Competition	
Human Resource Management	Research Methods for Management
Pricing Strategies	International Business
Global Supply Chain Management	Corporate Strategy
Modeling Business Decision	Competitive Strategy
Consumer Behavior	Consumer and Managerial Decision Making
Distribution Channels	Sales Forces Management & Retailing
Management of Product Innovation	New Product Development
Organizational Theory & Design	
Leadership & Change Management	
	Integrated Marketing Communications
Management Accounting	
Financial Statement Analysis	Taxation
Corporate Governance	
Management Seminar for all NEW STUDENTS	

* waiver to FEUNL undergraduate students upon request

Area requirements: at least 2 semester courses (or 4 half semester courses) in Finance including Taxation, Auditing and Financial Statement Analysis

PRE-REQUISITES

For some of the Masters courses other courses have been suggested as advised prerequisites. Whilst these are not obligatory, **students are strongly recommended to take the advised pre-requisite course first**, as this will provide a lot of the fundamentals required for the next course.

COURSE	ADVISED PRE-REQUISITE
Advanced Negotiation	Negotiation
Applied Corporate Finance	Corporate Finance
Applied Macroeconometrics	Time Series Econometrics
Asset Management	Investments
Auditing	Introduction to Accounting
Competition Policy	Industrial Economics
Consumer and Managerial Decision Making	Consumer Behavior
Derivatives	Investments
Economic Regulation	Industrial Economics
Empirical Finance	Investments
Entrepreneurial Finance & Venture Capital	Corporate Finance
Financial Statement Analysis	Introduction to Accounting
Game Theory II	Game Theory I
Global Human Resource Management	Human Resource Management
Macroeconomics Theory	Macroeconomics
Management Accounting (Licenciatura)	Introduction to Accounting
Math II	Math I
Mergers, Acquisitions, Restructuring	Corporate Finance
Microeconometrics	Econometrics
Risk Management	Investments
Taxation	Introduction to Accounting
Time Series Econometrics	Econometrics
Topics in Regulation Theory	Industrial Economics
Venture Capital	Corporate Finance
World Trade Organizations	International Trade

CORE COURSES OVERVIEW FOR THE MASTERS PROGRAMS

Course Name	Type	Economics	Finance	Management	Research Masters
Analysis of Industry & Competition	Core		Elective	M	
Corporate Finance* (Half course)/ Investments (Half course)	Core	E	F	M	RE
Econometrics	Core	E	Elective ^(a)	Elective ^(a)	RE
Economics*	Core		F		
Foundations of Marketing Planning*	Core	Elective	Elective	M	
Human Resource Management (Half course)	Core	Elective	Elective	M	
Industrial Organization	Area	E	Elective	Elective	
International Trade (Half course)/ Development and Poverty (Half course)	Area	E	Elective	Elective	
Introduction to Accounting (Half course) *	Core	Elective	F		
Macro: Growth and Fluctuations	Core	E	Elective	Elective	RE
Macroeconomics Theory	Area	E	Elective ^(a)	Elective ^(a)	
Management* (Half course)	Core	Elective	F		
Micro: Decisions and Interactions	Core	E	Elective	Elective	RE
Modeling Business Decisions (Half course)	Core	Elective	F	Elective	
Principles of Econometrics (Half course)*	Core		F		
Public Economics	Area	E	Elective	Elective	
Research Methods for Management (Half course)	Core	Elective	F	M	

* waiver to FEUNL undergrad upon requirement
(a) may need prerequisites

- Obligatory core courses
- Management students without previous background in Economics or Management may benefit from these introductory courses
- Obligatory courses for area mention

- * no math
- ** basic calculus
- *** calculus
- QA* Quantitative Analysis
- M&R Markets and Regulation
- G&D Globalization and Development Economics
- APA Applied Policy Analysis

No.	MST	Name	Pre-requisite	Type	(*s)	Theoretical (T) Practical (P) Instrumental (I)	Spc. 1	Spc. 2	Spc. 3	Spc. 4
Elec. 1	E	Competition Policy	Industrial Economics	Half	**	P	M&R			
Elec. 2	E	Development Economics		Half	**	P	G&D			
Elec. 3	E	Economic Growth		Half	**	T	Macro	G&D		
Elec. 4	E	Economic Regulation	Industrial Economics	Half	**	P	M&R			
Elec. 5	E	Economics of Education		Half	**	P	APA	G&D		
Elec. 6	E	Economics of Health and Health Care		Half	**	P	APA	G&D		
Elec. 7	E	Economics of Social Insurance		Half	**	P	APA	G&D		
Elec. 8	E	Empirical Macro	Econometrics/ Macro	Half	***	T,P	Macro			
Elec. 9	E	Environmental Policy		Half	**	P	APA	G&D	M&R	
Elec. 10	E	Fiscal Policy		Half	**	P	Macro			
Elec. 11	E	Global Energy Markets		Half	***	P	APA	G&D	M&R	
Elec. 12	E	History of Globalization		Half	*		G&D	Macro		
Elec. 13	E	Industrial Organization		Full	**	T	M&R	Strategy		
Elec. 14	E	International Trade		Half	***	T	G&D			
Elec. 15	E	Labor Economics		Half	**	P	APA			
Elec. 16	E	Macroeconomics Theory	Macro: Growth and Fluctuations	Full	***	T	Macro			
Elec. 17	E	Monetary Policy in Open Economies		Full	**	T	Macro			
Elec. 18	E	Public Economics		Full	**	T	APA			
Elec. 19	E	Sustainable Development (not available 2008/2009)		Half	**	P	G&D			
Elec. 20	E	The Politics of Economic Integration		Half	**	P	G&D	APA		
Elec. 21	E	The Spatial Dimension of Economics		Half	**	P	G&D			
Elec. 22	E	Tools for Applied Policy Analysis		Half	**	I	APA			
Elec. 23	E	Topics in Regulation Theory	Industrial Economics	Half	***	T	M&R			
Elec. 24	E	World Trade Organizations	International Trade	Half	***	T,P	G&D			
OTHER 2	E/F/M	Applied Macroeconometrics	Time Series Econometrics	Half	***	I	QA*	Macro		
OTHER 3	E/F/M	Game Theory I		Half	***	I	QA*	APA	M&R	Strategy
OTHER 4	E/F/M	Game Theory II	Game Theory I	Half	***	I	QA*	APA	M&R	Strategy
OTHER 5	E/F/M	Math I		Half	***	I	QA*			

* no math
 ** basic calculus
 *** calculus

QA* Quantitative Analysis
 A&FR Accounting and Financial Reporting

No.	MST	Name	Pre-requisite	Type	(*)s	Theoretical (T) Practical (P) Instrumental (I)	Spc. 1	Spc. 2	Spc. 3	Spc. 4
>>>										
OTHER 6	E/F/M	Math II	Math I	Half	***	I	QA*			
OTHER 7	E/F/M	Microeconometrics	Econometrics	Half	***	I	QA*	APA		
OTHER 1	E/F/M	Time Series Econometrics	Econometrics	Half	***	I	QA*	Macro		
Elec. 1	F	Applied Corporate Finance	Corporate Finance	Half	**	T,P	F			
Elec. 2	F	Asset Management	Investments	Full	***	T,P	F			
Elec. 3	F	Auditing	Introduction to Accounting	Half	**	T,P	F	A&FR		
Elec. 4	F	Banking		Full	**	T,P	F			
Elec. 5	F	Corporate Governance		Half	***	T,P	F	A&FR		
Elec. 6	F	Derivatives	Investments	Half	***	T,P	F			
Elec. 7	F	Empirical Finance	Investments	Full	**	T,P	F			
Elec. 8	F	Entrepreneurial Finance & Venture Capital	Corporate Finance	Full	**	T,P	F			
Elec. 9	F	Financial Markets		Full	**	T,P	F			
Elec. 10	F	Financial Statement Analysis	Introduction to Accounting	Half	**	T,P	F	A&FR		
Elec. 11	F	Fixed Income I		Half	***	T,P	F			
Elec. 12	F	Fixed Income II		Half	**	T,P	F			
Elec. 13	F	International Finance		Half	**	T,P	F			
Elec. 14	F	Management Accounting (Licenciatura)	Introduction to Accounting	Full	**	T,P	F	A&FR		
Elec. 15	F	Mergers, Acquisitions, Restructuring	Corporate Finance	Full	**	T,P	F			
Elec. 16	F	Risk Management	Investments	Half	**	T,P	F			
Elec. 17	F	Taxation	Introduction to Accounting	Half	**	T,P	F	A&FR		
OTHER 8	F	Research Methods for Management		Half	**	I	QA*			
Elec. 1	M	Advanced Negotiation	Negotiation	Half	**	T,P	Strategy	Org Studies		
Elec. 2	M	Brand Management		Full	**	T,P	Marketing			
Elec. 3	M	Competitive Strategy		Half	*	T,P	Strategy			
Elec. 4	M	Consumer and Managerial Decision Making	Consumer behavior	Half	**	T,P	Marketing			
Elec. 5	M	Consumer Behavior		Half	**	T,P	Marketing			
Elec. 6	M	Corporate Strategy		Half	*	T,P	Strategy			
Elec. 7	M	Designing Competitive Organizations (not available 2008/2009)		Half	*	T,P	Strategy	Org Studies		
Elec. 8	M	Distribution Channels		Half	*	T,P	Marketing			
Elec. 9	M	Entrepreneurship		Half	*	T,P	Org Studies	Strategy		
Elec. 10	M	Global Human Resource Management	HRM	Half	*	T,P	Org Studies			
Elec. 11	M	Global Supply Chain Management		Half	**	T,P	Strategy			
Elec. 12	M	Integrated Marketing Communications		Half	*	T,P	Marketing			
Elec. 13	M	International Business		Half	*	T,P	Strategy			
Elec. 14	M	International Marketing Strategy		Half	*	T,P	Marketing			
Elec. 15	M	Leadership & Change Management		Full	*	T,P	Org Studies			
Elec. 16	M	Management of Product Innovation		Half	*	T,P	Marketing			
Elec. 17	M	Marketing Across Cultures		Half	*	T,P	Marketing			
Elec. 18	M	Marketing in a Dynamic World		Full	*	T,P	Marketing			
Elec. 19	M	Marketing Research	Research Design	Half	—	T,P	Marketing			
Elec. 20	M	Negotiation		Half	**	T,P	Strategy	Org Studies		
Elec. 21	M	New Product Development		Half	*	T,P	Marketing	Strategy		
Elec. 22	M	Organizational Theory & Design		Full	*	T,P	Org Studies			
Elec. 23	M	Plan. and Org. Operating Systems		Half	*	T,P	Strategy			
Elec. 24	M	Pricing Strategies		Half	**	T,P	Strategy	Marketing		
Elec. 25	M	Quality Management		Half	**	T,P	Strategy			
Elec. 26	M	Sales Forces Management & Retailing		Half	*	T,P	Marketing			
OTHER 9	M	Modeling Business Decisions		Half	**	I	QA*			
OTHER 10	M	Research Design		Half	*	I	Marketing			

6

CEMS MASTERS IN INTERNATIONAL MANAGEMENT (MIM)

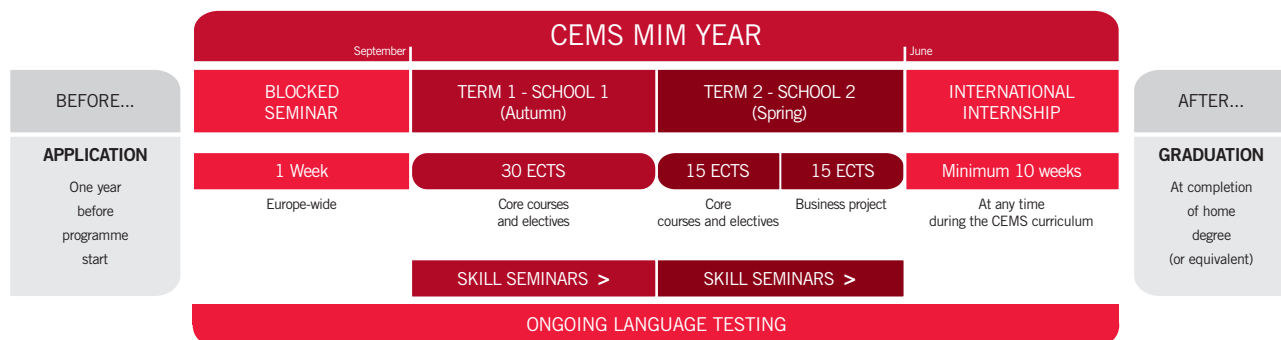
The one-year CEMS MIM creates multicultural and multilingual managers with the skills to thrive in tomorrow's business environment.

The first edition of the NOVA CEMS MIM Program will begin September 2009.

The one-year CEMS MIM program is exclusive to students studying on NOVA's pre-experience Masters Programs and is designed to be taken after the curricular part of the Masters Programs is complete.

In Portugal, NOVA is the only school able to offer the CEMS MIM to its Masters (MSc) students.

THE PROGRAM



Block Seminars: the week-long Block Seminars are organized before the start of each semester for MIM students only.

Advanced Courses: students must complete two semesters at two different CEMS schools. One of the schools may be his/her home university. Students attend at least one dedicated CEMS course per semester, on strategy or cross-cultural management.

Semester Abroad: students spend one or two academic semester(s) abroad at another CEMS school – either during the fall or spring term.

Internships Abroad: internships provide students with a real life professional learning experience by integrating them into an organization's culture and processes outside of their home countries.

Language Skills: CEMS graduates are expected to be able to interact in three languages (their mother tongue and two foreign languages) at very high level.

Business Projects: within the CEMS Curriculum, Business Projects are designed as a real life learning experience for students. International student teams, comparable to mini-consultancy teams, solve a real-life business

problem supervised by both a corporate and academic coach. The CEMS Business Project is expected to represent 50% of each student's workload during the Spring Semester.

Skills Seminars: Skill Seminars are training seminars in practical skills. Small groups of students ensure the interactive dimension of these seminars.

APPLYING FOR THE MIM

There will be one intake for the MIM each year, beginning with September 2009, and each September thereafter.

Applications for the MIM take place during the year before the program begins. The application period for the first edition of the MIM (Masters

in International Management) to begin in September 2009 is:
1 June until 31 October, 2008 (inclusive).

REQUIREMENTS FOR APPLYING

To be eligible to apply for the program:

- a) Students must first be accepted or enrolled on one of NOVA's MSc programs, either in Economics, in Finance or in Management. **Upon entry to the MIM students will have to show that they have**

completed the curricular part of the MSc program.

- b) Proof of proficiency in English (this should have been satisfied through the application for the MSc).
- c) Evidence of intermediate level of a second foreign language.

These are the requirements to apply to the MIM and to enter the MIM.

However, to EXIT the MIM program successfully, students must be **fluent/proficient in two foreign languages**. The below table indicates what level of proficiency a

student on the MIM is required to have when completing the program, in accordance with the Common European Framework of Reference for Languages.

English mother-tongue		Other language mother-tongue	
Foreign language 1	Foreign language 2	English	Foreign language 2
Oral: C1; Written C1	Oral B1; exempt from written	Oral: C1; Written C1	Oral B2 / Written B1

Explanation of the Common European Framework of Reference for Languages Levels Required

B1 - Can understand the main points of clear standard input on familiar matters regularly encountered in work, school, leisure, etc. Can deal with most situations likely to arise whilst traveling in an area where the language is spoken. Can produce simple connected text on topics which are familiar or of personal interest. Can describe experiences and events, dreams, hopes & ambitions and briefly give reasons and explanations for opinions and plans.

B2 - Can understand the main ideas of complex text on both concrete and abstract topics, including technical discussions in his/her field of specialization. Can interact with a degree of fluency and spontaneity that makes regular interaction with native speakers quite possible without strain for either party. Can produce clear, detailed text on a wide range of subjects and explain a viewpoint on a topical issue giving the advantages and disadvantages of various options.

C1 - Can understand a wide range of demanding, longer texts, and recognize implicit meaning. Can express him/herself fluently and spontaneously without much obvious searching for expressions. Can use language flexibly and effectively for social, academic and professional purposes. Can produce clear, well-structured, detailed text on complex subjects, showing controlled use of organizational patterns, connectors and cohesive devices.

LANGUAGE ASSESSMENT

For language-specific questions, please contact NOVA's CEMS MIM Language Coordinator: Professor John Huffstot for further assistance at huffstot@fe.unl.pt.

Students have five options to prove their language and communication proficiency in foreign languages:

- Proof of **complete** secondary education / **complete** university degree in a (foreign) language².
- "External" language tests accredited by CEMS (such as "Prüfung Wirtschaftsdeutsch",

"Goethe Institut", or "Diplôme approfondi de langue française").
- CEMS language exams (available at all schools in main languages). Central testing twice per year in April/May and in September, to begin February 2009. Two re-sits are allowed per part of the exam.

- Exams in CEMS accredited language courses (available at some CEMS schools).

For comprehensive MIM program information, please contact the CEMS Academic Coordinator at mim@fe.unl.pt

² NOVA reserves the right to take a final decision regarding the acceptability of this requirement.

7

COURSES

Advanced Negotiation

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2326**Instructor:** Prof. Luís Almeida Costa**Aim:** provide the fundamental concepts and tactics for the effective handling of complex negotiating situations.**Course content:** bargaining under uncertainty, inducing cooperative behavior, asymmetric information, coalition analysis and insecure contracts.**Analysis of Industry and Competition**

(Full Course – 7, 5 ECTS)

First Semester and Second Semester

Course code: 2301**Instructor:** Prof. Pedro Pita Barros, Prof. Luís Vasconcelos**Aim:** to improve students' understanding of how to approach the problem of formulating an effective strategy for a firm in a given industry, when the objective is to maximize the firm's value creating potential.**Course content:** competitors and competition, strategic commitments, the dynamics of pricing rivalry, entry and exit, industry analysis and strategic positioning for competitive advantage.**Applied Corporate Finance**

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2157**Instructor:** Prof. José Neves Adelino**Aim:** to develop students' ability to make financial decisions and recommendations through the application of finance theory and concepts to a wide range of business cases representative of real world problems.**Course content:** short-term financial management, valuation of companies and projects, capital structure decisions and management of corporate financing, valuation of contingent claims and risk management, real option valuation, mergers and acquisitions, value based management and corporate governance.**Applied Macroeconometrics**

(Half Course – 3, 5 ECTS)

Second Semester – Second half

Course code: 2508**Instructor:** Prof. Joaquim Pina**Aim:** to provide econometric tools and highlight their use through applications in quantitative dynamic macroeconomics.**Course content:** VAR and large datasets, specifically FAVAR, Bayesian VARs, time-varying VARs, dynamic macro panel, measuring cyclical information, applications to forecasting, policy analysis, convergence and international transmission, among others.**Asset Management**

(Full Course – 7, 5 ECTS)

Second Semester

Course code: 2214**Instructor:** Prof. Qinglei Dai**Aim:** to discuss issues related to asset management, such as theoretical foundation, purpose, evaluation, and the main technologies in asset management, as well as to conduct simple practices of asset management.**Course content:** this course offers a practical understanding of asset management. The course will begin with a review of modern portfolio theory, followed by detailed discussions of topics including portfolio selection and asset allocation, passive versus active investment strategies, tracking error measurement, fund rating, and performance attribution.**Auditing**

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2215**Instructor:** Prof. Cláudio Pais**Aim:** to focus on the importance of auditing to the global economy and its role in effective corporate governance.**Course content:** the profession, audit risk, audit evidence, internal controls, audit sampling, auditing the revenue cycle, auditing the purchasing cycle and reporting audit findings.**Banking**

(Full Course – 7, 5 ECTS)

First Semester

Course code: 2206**Instructor:** Prof. António Castro Henriques**Aim:** to analyze the management of banks as financial intermediation institutions.**Course content:** introduction to the theory of financial intermediation, bank financial statement analysis, asset-liability management, an integrated risk management framework and the management of liquidity, interest rate and solvency risks, value at risk, managing bank capital, retail banking-products, distribution channels and pricing, credit risk-evaluation, management and capital requirements.**Brand Management**

(Full Course – 7, 5 ECTS)

First Semester

Course code: 2327**Instructor:** Prof. Catherine da Silveira**Aim:** an approach to branding, combining theory and practice, for students who aim to work in Marketing, Advertising, Communication or Strategy, whether they wish to join a multinational or a small business, developing a global brand or a local one, in any sector. Students (in teams of 3/4 individuals) will be asked to develop a brand's platform, using the main branding concepts. Nestlé will be the partner for this practical part of the course.**Course content:** an introduction to the main brand concepts, measuring brand performance, brand identity and positioning, brand building, growing and sustaining brand equity and specific brands and business models.

Competition Policy

(Half Course – 3, 5 ECTS)

Second Semester – Second half

Course code: 2128**Instructor:** Prof. Maria do Carmo Seabra**Aim:** to apply microeconomic concepts and tools to the issues of competition policy. Attention will also be devoted to policy issues and the approaches to competition policy followed in Portugal and in the EU.**Course content:** economic rationale for competition policy, market power and welfare, exclusionary strategies: raising rivals' costs, predation, vertical integration and vertical restraints, horizontal mergers and cartels and tacit collusion.**Competitive Strategy**

(Half Course – 3, 5 ECTS)

Second Semester – Second Half

Course code: 2328**Instructor:** Prof. José Mata**Aim:** to analyze interaction between competitors, in particular in the context of entry and entry deterrence strategies.**Course content:** identifying potential competitors' strategies, competing with destructive strategies, competing against stronger rivals, using strength as a competitive weapon, pre-emptive strategies and competing in uncertainty.**Consumer and Managerial Decision Making**

(Half Course – 3, 5 ECTS)

Second Semester – Second Half

Course code: 2329**Instructor:** Prof. Els de Wilde**Aim:** to examine the decision making process, looking into how consumers and managers evaluate options and make choices.**Course content:** pre-decision processes, decision processes and post-decision processes.**Consumer Behavior**

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2330**Instructor:** Prof. Els de Wilde**Aim:** to provide students with a psychological framework for understanding and specific techniques for influencing customer choice.**Course content:** introduction to consumer behavior, consumers as individuals.**Corporate Finance**

(Half Course – 3, 5 ECTS)

First Semester – Second Half and

Second Semester – Second Half

Course code: 2216**Instructor:** Prof. Qinglei Dai**Aim:** to discuss issues related to corporate finance, such as capital structure and dividend policy, as well as to conduct financial analysis for real business.**Course content:** this course shows students how financial decisions such as capital structure and dividend policy affect business valuation. The concept of options is introduced to understand and value corporate financial decisions. Students will be confronted with real business cases drawn from various industries which feature an array of financial decisions.**Corporate Governance**

(Half Course – 3, 5 ECTS)

First Semester – First Half and

Second Semester – First Half

Course code: 2217**Instructor:** Prof. Ana Marques**Aim:** to familiarize students with the questions regarding the relationship between organizational design and a firm's value.**Course content:** corporate governance and its regulations/recommendations, corporate governance in Portugal, executive incentives, accountants and auditors, the board of directors, investment banks and securities analysts, creditors and credit rating agencies, shareholders and shareholder activism, corporate takeovers and the SEC and the new governance rules.**Corporate Strategy**

(Half Course – 3, 5 ECTS)

First Semester – Second Half and

Second Semester – Second Half

Course code: 2331**Instructor:** Prof. António Bernardo**Aim:** to analyze corporate strategic decisions that shape the boundaries of an organization and the markets where it operates.**Course content:** vertical integration decisions, diversification and internationalization. The alternative contractual and equity arrangements: the different types of strategic alliances.**Derivatives**

(Half Course – 3, 5 ECTS)

First Semester – Second Half and

Second Semester – First Half

Course code: 2218**Instructor:** Prof. João Amaro de Matos**Aim:** to make students familiar with the role of the derivatives market and to characterize its main instruments.**Course content:** futures and forwards, swaps, options contracts, strategies with options, absence of arbitrage and valuation of derivatives, the binomial model, stochastic volatility and dividend-paying underlying assets, the continuous time limit and the Black-Scholes model and options on interest rate.**Development Economics**

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2129**Instructor:** Prof. Adeline Delavande**Aim:** to provide an overview of economic development, inequality, poverty, under-nutrition, health, population growth and their interconnection, in the world. Whenever possible, students will be exposed to simple theoretical framework, empirical evidence and policy implication for those topics.**Course content:** economic development: overview, economic inequality, inequality and development: interconnection, poverty and under nutrition, population growth and economic development, rural and urban.**Distribution Channels**

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2130**Instructor:** Prof. Jorge Velosa**Aim:** to understand the theory and practice of distribution channels and the marketing issues involved in the design, selection and management of alternative routes to market.**Course content:** specific topics include establishing a framework for channel analysis and alternative channel structures (going direct vs. indirect), power, negotiation and conflict management, efficient consumer response (ECR) initiatives and global retailing.**Econometrics**

(Full Course – 7, 5 ECTS)

First Semester

Course code: 2509**Instructor:** Prof. Paulo Rodrigues**Aim:** to provide mainstream econometric tools to pursue advanced empirical work in economics and finance, using different types of models and data. To train students to apply these tools to applied problems using econometric software.**Course content:** endogeneity, instrumental variables and GMM, maximum likelihood estimation and specification tests, models with limited dependent variables, time series models and models based on panel data.**Economics**

(Full course – 7, 5 ECTS)

First Semester

Course code: 2133**Instructor:** Prof. Diogo Lucena**Course content:** contents equivalent to the microeconomics and macroeconomics courses from NOVA's undergraduate programs, development of economic intuition, not necessarily too mathematical. Based on CFA Program – Level I.

Economic Growth

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2131**Instructor:** Prof. Francesco Franco

Aim: to survey different theories on the process of economic growth and the sources of differences across countries. To also provide a clear discussion of the large empirical evidence relating to growth.

Course content: economic growth and economic development, the Solow growth model, the neoclassical growth model, human capital and economic growth, expanding variety models, Schumpeterian growth, diffusion of technology and trade and growth.

Economics of Education

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2134**Instructor:** Prof. Maria do Carmo Seabra, Prof. Ana Balcão Reis

Aim: to apply economic concepts and tools to the analysis of current issues of education policy. Attention will also be devoted to policy issues. The emphasis of the course is placed on primary and secondary levels of education.

Course content: demand for education, returns to education, education and economic growth, education's externalities and public intervention and the supply of education and education reforms.

Economics of Health and Health Care

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2135**Instructor:** Prof. Pedro Pita Barros

Aim: to discuss the main policy issues of the health sector as well as to provide economic analysis to treat specific questions.

Course content: the particular characteristics of the health care sector, demand for health and health care, information problems in health care: supplier-induced demand, agency relationships, health insurance: moral hazard and adverse selection and the supply side of health care: hospitals, waiting lists, primary care, equity, economic evaluation.

Economics of Social Insurance

(Half Course – 3, 5 ECTS)

Second Semester – Second Half

Course code: 2136**Instructor:** Prof. Pedro Pita Barros

Aim: to discuss the main policy issues related to the definition, application and monitoring of social insurance policies, as well as to provide economic analysis to treat specific questions.

Course content: social security objectives: protection against unemployment, disability, poverty, old age and medical care expenses, social security systems, sustainability of social security, ageing, benefit programs, public and private mix in benefit provision and financing and the consequences of opting-out and topping-up.

Economic Regulation

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2132**Instructor:** Prof. Maria do Carmo Seabra

Aim: to apply microeconomic concepts and tools to the issues of economic regulation. Besides the theoretical analysis of the questions involved – regulation of prices and of access to markets and infrastructures, attention will be devoted to policy issues and to the approaches to regulation followed in Portugal and the EU.

Course content: economic rationale for regulation, regulation of natural monopolies: final prices and access conditions, auctions, public vs. private firms and economic theory of regulation.

Empirical Finance

(Full Course – 7, 5 ECTS)

Second Semester

Course code: 2219**Instructor:** Prof. Pedro Santa Clara

Aim: to apply econometrics methods to model financial data and critically interpret the results of empirical financial studies.

Course content: market efficiency and random walks, the present value relation and return predictability, volatility models, the CAPM, multi-factor models, anomalies: event studies and trading strategies, market microstructure and frictions, conditional asset pricing, dynamic asset pricing, fixed income, asset allocation, mutual funds and hedge funds.

Empirical Macroeconomics

(Half Course – 3, 5 ECTS)

Second Semester – Second Half

Course code: 2137**Instructor:** Prof. Francesco Franco

Aim: to bring modern macroeconomic models (DSGE) to data and consider their policy implications for monetary policy and fiscal policy. The course provides a comprehensive set of techniques that can be used to address questions of interest to academics, business and central bank economists in the field of macroeconomics.

Course content: DSGE models solutions and approximations, Kalman Filter, Maximum Likelihood, Bayesian methods.

Entrepreneurial Finance & Venture Capital

(Full Course – 7, 5 ECTS)

Second Semester

Course code: 2220**Instructor:** Prof. Violeta Gerasimenko

Aim: to discuss the financial aspects of technological innovation with a focus on valuation techniques for the risk capital industry.

Course content: risk capital method, comparative analysis, present cash-flow analysis, Monte Carlo simulations, value analysis using state prices and decision trees and real options.

Entrepreneurship

(Half Course – 3, 5 ECTS)

First Semester – First Half

Course code: 2332**Instructor:** Prof. Stefan Meisiek

Aim: to introduce students, who may want at some point in time to pursue opportunities leading to partial or full ownership and control of a business venture, to entrepreneurship.

Course content: opportunity recognition, bricolage, detournement and opportunistic adaptation, securing resources, entrepreneurs and entrepreneurial teams and growing your venture.

Environmental Policy

(Half Course – 3, 5 ECTS)

First Semester – First Half

Course code: 2138**Instructor:** Prof. Clara Costa Duarte

Aim: to provide a systematic economic analysis of environmental issues, with particular relevance to the evaluation of environmental public policies.

Course content: environmental policy objectives and policy evaluation criteria, pollution control instruments, environmental policy instruments, distributive effects of environmental policies, environmental policy process and performance and managing commons.

Introduction to Accounting

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2409**Instructor:** Prof. Leonor Ferreira

Aim: to introduce students to accounting techniques and provide them with an understanding of financial reporting by companies. Focus on the abilities required to prepare primary financial statements and understand the accounting cycle.

Course content: objectives and types of accounting information, primary financial statements: balance sheet, income statement and cash flow statements, basics of the accounting technique: the accounting cycle, double entry book-keeping, and its conventions, conceptual framework: objectives and characteristics of financial reporting, and generally accepted accounting principles, introductory issues on the recognition and measurement of assets, liabilities, and income and an overview of accounting regulations and international financial reporting.

Financial Markets

(Full Course – 7, 5 ECTS)

First Semester

Course code: 2213**Instructor:** Prof. José Carlos Rodrigues da Costa

Aim: to focus on monetary markets and the Portuguese capital as well as on its main financial tools.

Course content: capital markets and monetary markets.

Financial Statement Analysis

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2222**Instructor:** Prof. Leonor Ferreira

Aim: to introduce students to financial statement analysis and provide them with an understanding of the possible uses of financial reporting by companies. Focusing on the ability to analyze companies' financing and investing decisions based on ratios.

Course content: overview of financial statements analysis, users and the purpose of financial accounting and reporting, ratio analysis: advantages, limitations, and data issues for analyzing financial statements, databases of financial information, credit analysis: liquidity, capital structure and solvency, risk analysis: operations versus financial risk, profitability analysis: return on investment and return on equity, prospective analysis: projecting financial statements and cash budget, analyzing investment versus financing activities: return on investment and WACC and equity analysis and valuation.

Fiscal Policy

(Half Course – 3, 5 ECTS)

Second Semester – Second Half

Course code: 2406**Instructor:** Prof. Susana Peralta

Aim: to cover taxation both in its positive and normative aspects. To cover indirect taxes, direct taxes and redistribution in modern welfare states. The course looks at the Portuguese welfare state and the final week is devoted to the relation of fiscal policy to the design of multi-level governments.

Course content: taxation and the welfare state: stylized empirical facts, indirect taxation, direct taxation and redistribution, the Portuguese tax and welfare systems and the economics of multi-level governments.

Fixed Income I

(Half Course – 3, 5 ECTS)

First Semester – First Half

Course code: 2407**Instructor:** Prof. Paulo Leiria

Aim: to cover the major topics in fixed income securities, including discount bonds, coupon bonds and interest rate swaps.

Course content: bond pricing, yield, spot, and forward curve, interest rate risk: duration and convexity, immunization, interest rate swaps and bond portfolio management.

Fixed Income II

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2408**Instructor:** Prof. Paulo Leiria

Aim: to cover the more specific topics in fixed income securities vis-à-vis fixed Income I, including modeling the yield curve dynamics, fitting the yield curve, credit default swaps, caps, floors, swaptions and mortgages.

Course content: modeling yield curve dynamics, fitting the yield curve, modeling the credit spreads dynamics, credit default swaps (CDS), caps, floors and swaptions and mortgages.

Foundations of Marketing Planning

(Full Course – 7, 5 ECTS)

First Semester

Course code: 2333**Instructor:** Prof. Paula Hortinha

Aim: to build students' skills for marketing analysis, planning, strategy and implementation. To develop other skills that are important for successful performance in managerial positions.

Course content: executive summary, current situation, objectives and issues, target market, customer analysis and positioning, marketing strategy: marketing mix, marketing programs, financial plans, implementation and controls, and effective marketing planning: change, innovation, relationships, stakeholders.

Game Theory I

(Half Course – 3, 5 ECTS)

Second Semester - First Half

Course code: 2139**Instructor:** Prof. Steffen Hoernig

Aim: to present the concepts and tools for the analysis of situations where decision problems of various actors are interdependent and all actors have the same information. The focus of this course is on a simple, but rigorous treatment of the theoretical foundations and equilibrium concepts.

Course content: main ideas, some theoretical tools, static games: dominance solvability, Nash equilibrium, mixed strategies, existence of Nash equilibrium, dynamic games: backward induction, sub game perfect equilibrium, finitely and infinitely repeated games.

Game Theory II

(Half Course – 3, 5 ECTS)

Second Semester - Second Half

Course code: 2140**Instructor:** Prof. Steffen Hoernig

Aim: to present the concepts and tools for the analysis of situations where decision problems of various actors are interdependent and some actors possess more information than others. The focus of the course is on a simple, but rigorous treatment of the theoretical foundations and equilibrium concepts.

Course content: representation of asymmetric information in games, static games with incomplete information: Bayesian Nash equilibrium, auctions, dynamic games with incomplete information: Bayesian-perfect equilibrium, signaling games, Ratchet effect.

Global Energy Markets

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2141**Instructor:** Prof. Maria Antonieta Cunha e Sá

Course content: energy demand, energy supply and the economics of depletable resources, energy and the climate change, energy efficiency policies and renewable energy policies.

Global Human Resource Management

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2334

Instructor: Prof. Rita Campos e Cunha

Aim: to analyze the role of HRM in global firms. To recognize the critical HR issues underlying the cultural and economic challenges faced by managers in MNEs, in a borderless world.

Course content: cultural foundations of international HRM, challenges in the global labor markets, global staffing, global employee performance management, training and development, managing expatriate assignments and compensation issues for the global workforce.

Global Supply Chain Management

(Half Course – 3, 5 ECTS)

First Semester – Second Half and Second Semester – First Half

Course code: 2335

Instructor: Prof. Amílcar José Martins Arantes

Aim: to provide students with competences in the areas of logistics and supply chain (areas that are vital to the competitiveness of the organizations).

Course content: business logistics/supply chain management – a vital subject, logistics/supply chain strategy and planning, the logistics/supply chain product, logistics/supply chain customer service, order processing and information systems, transport fundamentals, inventory fundamentals, the storage and handling system, facility location decisions, logistics/supply chain organization and logistics/supply chain and control.

History of Globalization

(Half Course – 3, 5 ECTS)

First Semester – First Half

Course code: 2142

Instructor: Prof. Maria Eugénia Mata

Aim: to provide an overview of the way global entrepreneurs and firms faced opportunities and challenges posed by the global economy, in the past.

Course content: multinationals and globalization, the reversal of globalization, restoring a global economy, the new global economy, exploiting global opportunities, public policy and multinationals, conglomerates and “pocket multinationals”, Portugal as a host or home economy to multinationals and the impact of multinationals: a historical perspective.

Human Resource Management

(Half Course – 3, 5 ECTS)

First Semester – First Half and Second Semester – First Half

Course code: 2336

Instructor: Prof. Rita Campos e Cunha, Prof. Carlos Marques

Aim: to understand the fundamentals of managing people in organizations and to assess their impact in terms of a given corporate strategy.

Course content: staffing, performance management, training and development and compensation and careers.

Industrial Organization

(Full Course – 7, 5 ECTS)

First Semester

Course code: 2143

Instructor: Prof. Vasco Santos

Aim: to acquaint students with IO, the problems it addresses and the methods it uses.

Course content: market structure, oligopoly models, Bertrand, Cournot and Stackelberg, market power: collusion, barriers to entry: scale economies, strategic behavior, entry and welfare, mergers and acquisitions, and price discrimination: definitions and examples.

Integrated Marketing Communications

(Half Course – 3, 5 ECTS)

Second Semester – Second Half

Course code: 2337

Instructor: Prof. Paula Hortinha

Aim: to present the main concepts in marketing communications, the perspective of an integrated approach to marketing communications and the practical and managerial views in marketing communications.

Course content: overview of integrated marketing communications, the marketing communication plan, analysis of promotional program situation, positioning and targeting for marketing communication, marketing communication objectives and budget setting, creative strategy and media strategy, traditional advertising media, internet advertising and other advertising media, trade and consumer sales promotions, public relations and sponsorship, monitoring, evaluation and control, special topics: international, regulation and ethical perspectives and career in marketing communications.

International Business

(Half Course – 3, 5 ECTS)

Second Semester – Second Half

Course code: 2338

Instructor: Prof. Violeta Gerasymenko

Aim: to provide students with an understanding of factors shaping international business activities of the firm. On completion of this course a student should be able to understand the major challenges facing international managers, and apply tools for properly measuring intangibles at an international level.

Course content: the macro environment: globalization, the micro level: why do companies go abroad, how do they select locations for their international activities and why do they choose different methods of entry in different markets? How is a multinational corporation managed and which are the specific problems of managing units across countries and cultures?

International Finance

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2223

Instructor: Prof. José Carlos Rodrigues da Costa

Aim: to extend students knowledge of financial corporate management to the international arena. To understand the workings of the foreign exchange market and the additional sources of risk when investing in other domestic markets.

Course content: foreign exchange markets, managing foreign exchange risks, foreign direct investment and the cost of capital, risks from investment abroad, rating, Eurodollar market, financing the multinational firm.

International Marketing Strategy

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2339

Instructor: Prof. Els de Wilde

Aim: to develop a global marketing strategy. To provide students with a background on how segmentation and targeting can be applied to selected non-domestic markets and how to position a product or service accordingly. To acquire the skills to simultaneously standardize and adapt the product, price, distribution and communications across different international markets.

Course content: international marketing strategy and the future and careers in international marketing.

International Trade

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2144

Instructor: Prof. Chrysostomos Tabakis

Aim: to expose students to international trade in a mathematically rigorous fashion, thus, allowing them to better understand the workings of the world economy.

Course content: introduction to international trade, the Ricardian model, the Heckscher-Ohlin model, economies of scale, imperfect competition and international trade, the instruments of trade policy and the political economy of trade policy.

Investments

(Half Course – 4 ECTS)

First Semester – First Half and
Second Semester – First Half

Course code: 2224**Instructor:** Prof. Pedro Santa Clara,
Prof. Ana Lacerda, Prof. Paula Antão

Aim: to provide students with a strong foundation of the fundamental concepts in investments. To seek a balance between theoretical paradigms, empirical findings, and their applicability to the real world.

Course content: overview of financial markets, present value, risk and return, fixed income, portfolio management, the CAPM, market efficiency and anomalies, equity valuation, options, forwards and futures.

Labor Economics

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2145**Instructor:** Prof. Pedro Portugal

Aim: to understand the supply and demand sides of the labor market, the role of labor unions and unemployment.

Course content: the labor market, labor demand, costs of labor adjustment and mobility, labor supply, differential compensation, human capital investment, salary-setting, discrimination, the role of labor unions, earnings inequalities and unemployment.

Leadership & Change Management

(Full Course – 7, 5 ECTS)

Second Semester

Course code: 2340**Instructor:** Prof. Daved Barry

Aim: to combine leadership and change management, acquaint students with the thinking and practices in this area, and through this, better equip them to lead change in various industry sectors.

Course content: notable change agents and change programs, diagnostics, micro/meso level change (interpersonal and group level), large scale change, narrative change methods, arts-based, formative, and symboconstructive change methods.

Macroeconomic Theory

(Full Course – 7, 5 ECTS)

Second Semester

Course code: 2146**Instructor:** Prof. José Albuquerque
Tavares

Course content: this is a text book based course: Advanced Macroeconomics by David Romer 3rd edition Mc-Graw Hill 2006. (Blanchard and Fisher MIT Press 1989 is a good reference). The course will cover the Solow model, the Ramsey-Cass-Koopmans model, the diamond overlapping-generations model, endogenous growth, monetary and fiscal policy, consumption, investment, unemployment and political economy issues.

Macro: Growth and Fluctuation

(Full Course – 7, 5 ECTS)

First Semester

Course code: 2147**Instructor:** Prof. Francesco Franco

Aim: to introduce students to modern macroeconomics. This course is a survey of modern macroeconomics at quite an advanced level.

Course content: review IS-LM and AD-AS, micro-foundation of macroeconomics, economic growth, open economy.

Management

(Half Course – 4 ECTS)

First Semester – First Half

Course code: 2341**Instructor:** Prof. Stefan Meisiek

Course content: this course will address the major issues related to ethics and corporate governance at management level with a strong emphasis on entrepreneurial concerns.

Management Accounting

(Full Course – 7, 5 ECTS)

Second Semester

(Undergraduate Course, in
Portuguese Language)

Course code: 2410**Instructor:** Prof. Maria João Machado

Aim: to familiarize students with the important role of management accounting in organizations. To analyze management accounting tools and to recognize their potential and limitations.

Course content: introduction to management and cost accounting, information for decision-making, product costing: issues and problems and performance measurement.

Management of Product Innovation

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2342**Instructor:** Prof. Luís Filipe Lages

Aim: to acquire an understanding of the experience and knowledge, gathered over many years, regarding managerial practice in innovation management, technology-market transfer, and new product development and the launching of new products in the market.

Course content: introduction to innovation management, the new product development process, innovation principles, adoption diffusion innovation, organizational drivers of innovation and innovation measurement, the innovation process, value innovation and Blue Ocean strategy, innovation in services, technology market transfer and entrepreneurship based on innovation and opportunities.

Marketing Across Cultures

(Half Course – 3, 5 ECTS)

First Semester – First Half

Course code: 2343**Instructor:** Prof. Els de Wilde

Aim: to provide an introduction to global marketing and examine the different elements of culture which need to be taken into account when managers decide to enter non-domestic markets. To examine how consumers differ across cultures.

Course content: introduction to international marketing, the international marketing environment, analyzing and targeting global marketing opportunities.

Marketing in a Dynamic World

(Full Course – 7, 5 ECTS)

First Semester

Course code: 2344**Instructor:** Prof. Luís Filipe Lages

Aim: to tackle a wide range of business aspects, explore in detail the marketing tools, outlining the way in which a company deals with different type of customers and competitors across dynamic markets in order to balance short- and long-term performance.

Course content: user-led businesses and marketing in a dynamic world, managing contingency forces in dynamic environments, strategic market planning for market growth, creating value through segmentation, targeting and positioning, using market research for competitive advantage, bringing marketing strategy into dynamic markets and getting a career in marketing.

Marketing Research

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2345**Instructor:** Prof. Graça Silva

Aim: to collect, prepare, analyze and report marketing research data. Students will work on a “real world” marketing research project, which includes certain steps in a marketing project starting from data collection, development of a database using SPSS 16, data analysis and a data report.

Course content: survey fieldwork, data preparation, data analysis, reporting quantitative results, international marketing research and business-to-business marketing research.

Mathematics I

(Half Course – 3, 5 ECTS)

First Semester – First Half

Course code: 2510**Instructor:** Prof. Iliyan Georgiev

Aim: to introduce students to the study of dynamics in discrete time.

Course content: difference equations and systems of difference equations, the linear case, introduction to the qualitative theory in the non-linear case, dynamic programming, Bellman operators and numerical techniques.

Mathematics II

(Half Course – 3, 5 ECTS)

First Semester – Second Half

Course code: 2511

Instructor: Prof. Iliyan Georgiev

Aim: to introduce students to the study of dynamics in continuous time.

Course content: differential equations and systems of differential equations, some explicitly solvable equations, introduction to qualitative theory, optimal control and dynamic programming (deterministic), hints on stochastic calculus and dynamic programming (stochastic).

Mergers, Acquisitions and Restructuring

(Full Course – 7, 5 ECTS)

Second Semester

Course code: 2204

Instructor: Prof. António de Sousa

Aim: to understand the alternative strategic options underlying financial restructuring in terms of its value for stockholders.

Course content: the decision process based on financial theories and corporate strategy leading to financial restructuring: mergers, acquisitions, disinvestments, liabilities restructuring and bankruptcies.

Micro: Decisions and Interactions

(Full Course – 7, 5 ECTS)

First Semester

Course code: 2148

Instructor: Prof. Pedro Pita Barros

Aim: to introduce students to the following advanced topics in microeconomics: intertemporal choice, asset markets, uncertainty, general equilibrium, welfare economics, externalities, public goods and asymmetric information.

Course content: consumer theory (refresher), buying and selling, intertemporal choice, asset markets, uncertainty, general equilibrium, welfare economics, externalities, public goods, asymmetric information.

Modeling Business Decisions

(Half Course – 4 ECTS)

First Semester – Second Half and

Second Semester – First Half

Course code: 2346

Instructor: Prof. Paulo Gomes

Aim: to improve students' ability to think logically and to structure complex managerial problems. To improve ability to develop spreadsheet models that can be used to significantly improve managerial decision-making.

Course content: problem Solving ("A problem well posed is a problem half solved."), optimization: blending models, production process models, dynamic financial models, and network models.

Monetary Policy in Open Economies

(Full Course) – 7, 5 ECTS

Second Semester

Course Code: 2149

Instructor: Prof. Manuel Pinto

Barbosa

Aim: to focus on the monetary, as opposed to real aspects, of the international economy and to analyze the process of international adjustment to shocks and their impact on world payments. Also discusses the international monetary arrangements.

Course Content: the balance of payments, the foreign exchange market, international adjustment and transmission, policies for internal and external balance and international monetary arrangements.

Negotiation

(Half Course – 3, 5 ECTS)

First Semester – First Half

Course code: 2347

Instructor: Prof. Luís Almeida Costa

Aim: to offer a strategic and integrated perspective of how to prepare and how to deal with different types of negotiating situations. To develop an analytic framework that will help students to understand their negotiating situation, the tactics that are available given the situation and the array of moves that can be employed to improve their prospects by changing the situation.

Course content: elements of decision analysis, introduction to competitive bidding, distributive bargaining, bargaining under uncertainty and integrative bargaining.

New Product Development

(Half Course – 3, 5 ECTS)

Second Semester – Second Half

Course code: 2348

Instructor: Prof. Paulo Gomes

Aim: provides an in-depth review of the new product and service development process presents key tools for managing product development and discusses the key issues in the organization of product development systems within firms.

Course content: product development process, product planning, identifying customer needs, concept generation and visual expression, concept selection and testing, specifications and conjoint analysis, service product development, experimentation, product development economics (cost models and target costing), design for manufacturing and environment, industrial design and human factors engineering, patents, product development performance, organizing concurrent development, product development management systems.

Organizational Theory & Design

(Full Course – 7, 5 ECTS)

Second Semester

Course code: 2349

Instructor: Prof. Daved Barry

Aim: to provide the foundations for much of how we think about designing and managing organizations. This course takes a 'life studies' approach to the subject, stressing the various life-centered and humanities-based frameworks that are being used in the field.

Course content: rationality, deconstruction, organizational structure, power, control, and organizational oversight, sense making and sense breaking, symbolism and identity, product-based design approaches, architecture-based design approaches, designing for innovation, narrative approaches to organization theory and design and arts-based approaches to organization theory and design.

Planning and Organizing Operating Systems

(Half Course – 3, 5 ECTS)

First Semester – First Half

Course code: 2350

Instructor: Prof. Paulo Gomes

Aim: to provide students with an understanding of the foundations of operating systems and the key issues that are critical for their success. To introduce the tools needed to analyze operational practices and performance of both service and manufacturing organizations.

Course content: operations strategy and structure, comparing operations strategies, three perspectives on operations strategy: tradeoffs, cumulative capability, integrative, tradeoffs: the value of focus, sustainable development of capabilities, managing uncertainty, managing complexity, operations scalability, vertical integration, outsourcing strategies, operational risk management and learning and course summary.

Pricing Strategies

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2351**Instructor:** Prof. José Mata

Aim: systematically understand the factors to be considered when setting price. To learn to formulate, construct, and assess pricing strategies.

Course content: the impact of pricing decisions upon profits, costs and pricing. Segmenting markets and choosing the right prices, non-linear pricing, price bundling, price over time in the short run, prices over the product life cycle, and pricing and competitors: managing and avoiding price wars.

Principles of Econometrics

(Half Course – 3, 5 ECTS)

First Semester – First Half

Course code: 2513**Instructor:** Prof. João Valle e Azevedo

Aim: to provide students with a basic understanding of the statistical foundations of econometrics and the ability to formulate, estimate and test econometric models and to interpret the obtained results.

Course content: simple linear regression model, multiple linear regression, statistical inference in the multiple regression, asymptotic properties of the OLS estimator, heteroskedasticity, time series econometric models, serial correlation and heteroskedasticity with time series.

Public Economics

(Full Course – 7, 5 ECTS)

First Semester

Course code: 2103**Instructor:** Prof. António S. Pinto Barbosa

Aim: to provide students with a broad understanding of why State intervention in a market economy may be justified. Special attention is paid to ensure a balanced view.

Course content: Government intervention in a market economy, the government budget constraints, taxation and rules versus discretion.

Quality Management

(Half Course – 3, 5 ECTS)

First Semester – First Half

Course code: 2352**Instructor:** Prof. Sonia Dahab

Aim: to explain a firm's major challenges to manage total quality programs. To analyze the different perspectives on quality.

Course content: strategic quality planning, the role of customer and the market (benchmark), quality in processes and design, quality in services, continuous improvement methodologies and managing quality in teams and projects.

Research Design

(Half Course – 3, 5 ECTS)

First Semester – First Half

Course code: 2353**Instructor:** Prof. Graça Silva

Aim: to develop an appropriate research design for decision-making proposals. Students will be asked to apply the main research methods, as they are presented, to a "real life" research project.

Course content: problem definition/marketing research proposal, research design, exploratory research, descriptive and causal research and sampling techniques and sample size determination.

Research Methods for Management

(Half Course – 4 ECTS)

First Semester – Second Half and Second Semester – Second Half

Course code: 2354**Instructor:** Prof. José António Pinheiro

Aim: to present the conceptual and practical aspects of the main multivariate techniques as research tools.

Course content: principal components, factor Analysis, clusters, discriminant analysis, multidimensional scaling, factor analysis of correspondences, Anova and MANOVA.

Sales Forces Management & Retailing

(Half Course – 3, 5 ECTS)

Second Semester – Second Half

Course code: 2355**Instructor:** Prof. Jorge Velosa

Aim: this course takes the perspective of the player who has decided to go to market using his/her own sales force, and discusses the strategic and tactical aspects of sales force management. In the second part of the course students take the perspective of a channel player such as a retailer, wholesaler, direct selling company or a franchisor and debate the role of the internet as a marketing channel. On completion of this course a student should understand the theory and practice of sales force management and the business of retailing and the role of several intermediaries in a route-to-market alternative.

Course content: specific topics include the role of sales within the marketing mix and key sales management concepts, organizational buyer behavior, CRM, sales responsibilities, selling skills and key account management, sales organization, evaluation and compensation. The course will also cover the different types of retailers, retailing strategy and mix, retailers in an international perspective and direct selling organizations, the role of the internet and conflict with other players.

Sustainable Development**Instructor:**

Prof. Antonieta Cunha e Sá

To be offered next year.

Taxation

(Half Course – 3, 5 ECTS)

First Semester – First Half and

Second Semester – Second Half

Course code: 2411**Instructor:** Prof. Luís Pereira Silva

Aim: to introduce students to the general taxation framework in Portugal. On completion of this course students should be able to understand the structure and operativeness of the main income in Portugal and to discuss the main trends and issues on the taxation system and identify the major weaknesses and strengths of the existing framework.

Course content: the Portuguese taxation system: main principles and concepts, underlying trends and international comparisons, study of the main income taxes in Portugal (IRS and IRC): legal framework and operative questions, problem solving cases, study of the value-added tax and brief references to the other expense taxes, problem solving cases and a brief presentation of the main local taxes.

The Politics of Economic Integration

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2151**Instructor:** Prof. Susana Peralta

Aim: to study the policy implications (efficiency and equity aspects) of the spatial distribution of economic activity and also how economic policy (subsidies and taxes) can influence it.

Course content: spatial inequalities throughout, the spatial distribution of economic activities in the US and in the EU, the basic mechanisms of agglomeration and trade, the home market effect and the impact of regional subsidies and agglomeration and urban costs, the equity and efficiency aspects of spatial inequalities.

The Spatial Dimension of Economics

(Half Course – 3, 5 ECTS)

Second Semester – Second Half

Course code: 2152

Instructor: Prof. Susana Peralta

Aim: to treat economic integration from the viewpoint of the new economic geography. Focusing on theoretical and empirical contributions that have been put forward to explain the agglomeration of economic activities in space.

Course content: spatial inequalities throughout history, space in economic thought, monopolistic competition, monopolistic competition and the core-periphery structure and introduction to empirical methods.

Time Series Econometrics

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2514

Instructor: Prof. Joaquim Pina

Aim: to provide time series econometric tools and highlight their use through applications to current economic issues.

Course content: time series properties, unit roots, univariate and multivariate dynamic models, in particular ARIMA and VAR models, cointegration and common trends, VECM and SVECM, applications include forecasting, causality and policy analysis.

Tools for Applied Policy Analysis

(Half Course – 3, 5 ECTS)

Second Semester – First Half

Course code: 2153

Instructor: Prof. Clara Costa Duarte

Aim: to provide knowledge and understanding of the economic tools used to evaluate and assess public policies.

Course content: cost benefit analysis, stages of public process: agenda setting, definition of policy, program design (government vs. market delivery), implementation, monitoring and evaluation, risk, distributional concerns: equity and ethics, responsibilities of public action and methodological tools: assessment of impact policies.

Topics in Regulation Theory

(Half Course – 3, 5 ECTS)

Second Semester – Second Half

Course code: 2154

Instructor: Prof. Steffen Hoernig

Aim: to present, at a medium - advanced level, selected topics from regulation theory, such as regulation under asymmetric information, and access pricing.

Course content: regulation under asymmetric information: monopoly regulation under demand or cost uncertainty, properties of incentive schemes, dynamics of incentive schemes, regulation with multiple firms and competition, access pricing: vertical relations and bottlenecks, one-way access pricing rules and two-way access pricing.

World Trade Organizations

(Half Course – 3, 5 ECTS)

Second Semester – Second Half

Course code: 2155

Instructor: Prof. Chrysostomos

Tabakis

Aim: to examine the GATT/WTO and in particular, its history, its foundational principles and its role in reducing multilateral trade barriers since World War II.

Course content: GATT/WTO, preferential trade agreements, regionalism versus multilateralism and the future of the multilateral trading system.

SEMINARS

Seminar on Current Economic and Financial Issues

(2 ECTS)

First Semester

Course code: 2156

Instructor: Prof. Luís Campos e Cunha

Aim: to familiarize students with today's economic and financial issues, both national and international.

Course content: topics will be chosen by students and approved by the instructor. Examples of possible topics: oil prices in recent years, food prices increases, sub-prime crisis, even topics not strictly economic or financial in nature, but relevant for students' backgrounds, are admissible. Example: The Lisbon Treaty or the role of education in long-term growth.

Management Seminar

(2 ECTS)

First Semester and Second Semester

Course code: 2300

Instructor: Prof. Carlos Marques

Aim: to provide students with the opportunity to discuss issues and problems of the type that they could face in their future professional careers. To provide students with additional personal skills development. Students will be asked to carry out specific assignments.

Work Project - Workshop

Instructor: Prof. Álvaro Ferreira Silva

Aim: to introduce students to the skills necessary to complete their work project.

Course content: general workshop (work project, presentation of the work project, library research, on site and electronically), specialized workshop (discussion of specific research problems and presentations by students of their work project in-progress).

Africa vs. Brazil, China & Other Emerging Markets (ABC)

Course code: 2601

This thematic block is designed to raise awareness that interactions between globalization and governance (G&G) may be positive or negative, depending on national and regional responses to rising global interdependence. When the understanding of the economic, social and political forces that affect these interactions lacks empirical evidence, policy cannot be solely knowledge-based. Issues of measurement and policy must therefore be addressed in order to ascertain whether Africa is an example of a negative G&G interaction and how G&G interact in emerging markets like Brazil, China or India, let alone in the industrial democracies of the OECD. Apart from the discussion of different policy prescriptions, there is the almost entirely unexplored terrain of "how to make things happen": how do we identify, negotiate and cooperate with different constituencies in control of such critical variables as political power, spiritual influence, cultural prestige or bureaucratic entrenchment?

Arts & Management

Course code: 2602

This thematic block is meant to accomplish several things. At one level, it serves as an introduction to the Art(s) of Management, examining management and organization from both a fine arts and craft-arts perspective. It asks "what does it mean to be an organizational artist?", looks at some of the ways art, culture, and the humanities are interfacing with today's business world, and finally, explores how one might go about managing organizations in today's creative economies. With this, the course is designed to help you re-think and re-formulate what you already know about management, organization, and work. Through using multiple arts-based lenses, exercises, cases, and projects, we will explore what it means to think through problems and make decisions in artfully skilled ways.

Preparing for the CFA

Course code: 2603

The CFA examinations are held at locations all over the world, twice yearly: in June (Levels 1, 2 and 3) and in December (Level 1), however, the curriculum changes each year to meet the requirements of the global investment market. The classes offered at our school included in the Masters in Finance program will prepare students for most of the topics covered in the CFA Level I and CFA Level II exams and even some of the topics necessary for the CFA Level III exam. The objective of this thematic block is to complement students' knowledge in topics necessary to attain Level I and II. It will include the area of ethical and professional standards and the global investment performance standards. Professional financial analysts that have taken these exams will be intervening in the course.



ACADEMIC CALENDARS AND EXAMINATION SCHEDULES

ACADEMIC CALENDARS FOR THE MASTERS PROGRAMS IN ECONOMICS, IN FINANCE AND IN MANAGEMENT 2008-2009

Winter Semester	
Applications	Until 3 July
Pre-requisite courses	2 – 8 September
Enrollment	1 – 2 September
Classes – First Half Courses	10 September – 22 October
Classes – Second Half Courses	30 October – 12 December
Classes – Full Courses	10 September – 22 October 30 October – 12 December
Examinations – First Half Courses	24 – 29 October
Examinations – Second Half and Full Courses	15 – 22 December
Thematic Blocks	5 – 30 January
Work Project Discussion	17 – 26 January

Spring Semester	
Applications	To be announced
Pre-requisite courses	To be announced
Enrollment	26 – 27 January
Classes – First Half Courses	1 February – 17 March
Classes – Second Half Courses	25 March – 15 May
Classes – Full Courses	1 February – 17 March 25 March – 15 May
Easter Holiday	6 – 14 April
Examinations – First Half Courses	19 – 24 March
Examinations – Second Half and Full Courses	18 – 25 May
Work Project Discussion	22 – 30 June

EXAMINATION SCHEDULES FOR THE MASTERS PROGRAMS IN ECONOMICS, IN FINANCE AND IN MANAGEMENT 2008-2009

1 st Semester		
Mid-Semester		
Courses	Day	Hour
Corporate Governance	25 Oct.	11:30
Entrepreneurship	29 Oct.	17:30
Environmental Policy	29 Oct.	8:30
Fixed Income I	28 Oct.	17:30
History of Globalization	25 Oct.	17:30
Human Resource Management	24 Oct.	14:30
Investments	27 Oct.	14:30
Management	25 Oct.	14:30
Marketing Across Cultures	28 Oct.	8:30
Math I	27 Oct.	8:30
Negotiation	25 Oct.	8:30
Plan. and Org. Operating Systems	28 Oct.	11:30
Principles of Econometrics	29 Oct.	14:30
Quality Management	28 Oct.	14:30
Research Design	24 Oct.	8:30
Taxation	24 Oct.	11:30

End of Semester		
Courses	Day	Hour
Advanced Negotiation	16 Dec.	8:30
Analysis of Industry & Competition	17 Dec.	17:30
Applied Corporate Finance	18 Dec.	8:30
Auditing	15 Dec.	8:30
Banking	22 Dec.	8:30
Brand Management	18 Dec.	17:30
Corporate Finance	17 Dec.	11:30
Corporate Strategy	15 Dec.	11:30
Derivatives	17 Dec.	14:30
Econometrics	22 Dec.	11:30
Economic Growth	16 Dec.	14:30
Economics	19 Dec.	11:30
Economics of Education	19 Dec.	8:30
Financial Markets	16 Dec.	17:30
Fixed Income II	15 Dec.	17:30
Foundations of Marketing Planning	18 Dec.	8:30
Global Energy Markets	20 Dec.	17:30
Global Human Resource Management	18 Dec.	14:30
Global Supply Chain Management	17 Dec.	8:30
Industrial Organization	19 Dec.	11:30
International Marketing Strategy	20 Dec.	8:30
Introduction to Accounting	16 Dec.	11:30
Labor Economics	20 Dec.	14:30
Macroeconomics: Growth and Fluctuations	15 Dec.	14:30
Marketing in a Dynamic World	19 Dec.	17:30
Marketing Research	22 Dec.	14:30
Math II	19 Dec.	14:30
Microeconomics: Decisions and Interactions	16 Dec.	11:30
Modeling Business Decisions	18 Dec.	11:30
Public Economics	22 Dec.	17:30
Research Methods for Management	20 Dec.	11:30

2 nd Semester		
Mid-Semester		
Courses	Day	Hour
Consumer Behavior	19 Mar.	8:30
Corporate Governance	24 Mar.	11:30
Derivatives	20 Mar.	11:30
Development Economics	19 Mar.	11:30
Distribution Channels	23 Mar.	8:30
Economic Regulation	24 Mar.	8:30
Economics of Health and Health Care	23 Mar.	14:30
Financial Statement Analysis	24 Mar.	17:30
Game Theory I	19 Mar.	17:30
Global Supply Chain Management	20 Mar.	14:30
Human Resource Management	23 Mar.	11:30
International Finance	21 Mar.	8:30
International Trade	20 Mar.	17:30
Investments	21 Mar.	11:30
Management of Product Innovation	19 Mar.	14:30
Microeconometrics	24 Mar.	14:30
Modeling Business Decisions	21 Mar.	17:30
Pricing Strategies	23 Mar.	17:30
The Politics of Economic Integration	21 Mar.	14:30
Time Series Econometrics	23 Mar.	11:30
Tools for Applied Policy Analysis	20 Mar.	8:30

End of Semester		
Courses	Day	Hour
Analysis of Industry & Competition (full course)	18 May	8:30
Applied Macroeconometrics	18 May	17:30
Asset Management (full course)	18 May	14:30
Competition Policy	23 May	17:30
Competitive Strategy	25 May	17:30
Consumer and Managerial Decision Making	23 May	8:30
Corporate Finance	19 May	14:30
Corporate Strategy	18 May	17:30
Economics of Social Insurance	19 May	8:30
Empirical Finance (full course)	20 May	14:30
Empirical Macroeconomics	20 May	8:30
Entrepreneurial Finance & Venture Capital (full course)	22 May	14:30
Fiscal Policy	21 May	14:30
Game Theory II	21 May	17:30
Integrated Marketing Communications	19 May	11:30
International Business	20 May	11:30
Leadership & Change Management (full course)	21 May	17:30
Macroeconomics Theory (full course)	18 May	11:30
Management Accounting (Licenciatura) - full course	25 May	11:30
Mergers, Acquisitions, Restructuring (full course)	25 May	14:30
Monetary Policy in Open Economies (full course)	25 May	8:30
New Product Development (half course)	19 May	17:30
Organizational Theory & Design (full course)	22 May	17:30
Research Methods for Management (half course)	21 May	8:30
Risk Management (half course)	21 May	11:30
Sales Forces Management & Retailing (half course)	22 May	11:30
Taxation (half course)	23 May	14:30
The Spatial Dimension of Economics (half course)	22 May	8:30
Topics in Regulation Theory (half course)	19 May	17:30
World Trade Organizations (half course)	23 May	11:30

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FACULTY LIST FOR MASTERS PROGRAMS

PROFESSORS

ADELINO, José Neves

e-mail: jna@fe.unl.pt
BSc. in Finance (Universidade Técnica de Lisboa); Ph.D. in Business Management (Kent State University)

BARBOSA, António Pinto

e-mail: abarbosa@fe.unl.pt
BSc. in Finance (Universidade Técnica de Lisboa); Ph.D. in Economics (Virginia P.I. & State University); Agregado (Universidade Nova de Lisboa)

BARROS, Pedro Pita

e-mail: ppbarros@fe.unl.pt
BSc. in Economics (Universidade Nova de Lisboa); MSc. in Economics (Universidade Nova de Lisboa); Ph.D. in Economics (Universidade Nova de Lisboa)

BARRY, Daved

email: dbarry@fe.unl.pt
BSc. in Psychology (University of Maryland); Ph.D. in Strategic Management and Organizational Psychology (University of Maryland)

CUNHA, Luís Campos e

e-mail: lccunha@fe.unl.pt
BSc. in Economics (Universidade Católica Portuguesa); Ph.D. in Economics (Columbia University)

LUCENA, Diogo de

e-mail: dlucena@fe.unl.pt
BSc. in Electro-technical Engineering (Universidade Técnica de Lisboa); Ph.D. in Systems Engineering (Stanford University)

MACEDO, Jorge Braga de

e-mail: jbmacedo@fe.unl.pt
BSc. in Law (Universidade de Lisboa); M.A. in International Relations (Yale University); M.A. in Economics (Yale University); Ph.D. in Economics (Yale University)

MACHADO, José António Ferreira

e-mail: jafm@fe.unl.pt
BSc. in Economics (Universidade Técnica de Lisboa); Ph.D. in Economics (University of Illinois at Urbana-Champaign)

MATA, José

e-mail: jmata@fe.unl.pt
BSc. in Economics (Universidade Técnica de Lisboa); Ph.D. in Business and Economic Sciences (Universidade do Minho)

PÁSCOA, Mário

e-mail: pascoa@fe.unl.pt
BSc. in Economics (Universidade Técnica de Lisboa); Ph.D. in Economics (UCLA)

SANTA-CLARA, Pedro

email: psc@fe.unl.pt
BSc. in Economics (Universidade Nova de Lisboa); MSc. in Management (INSEAD); Ph.D. in Management (INSEAD)

SOARES, Fernando Brito

e-mail: fbsoares@fe.unl.pt
BSc. in Agronomics (Universidade Técnica de Lisboa); Ph.D. in Agricultural and Resource Economics (University of California at Berkeley)

VISITING PROFESSORS

PORTUGAL, Pedro

e-mail: pportugal@fe.unl.pt
BSc. in Economics (Universidade do Porto); Ph.D. in Economics (University of South Carolina)

ASSOCIATE PROFESSORS

BAGANHA, Manuel

e-mail: mbaganha@fe.unl.pt
BSc. in Economics (Universidade do Porto); Ph.D. in Decision Sciences (Wharton School)

COSTA, Luís Almeida

e-mail: lacosta@fe.unl.pt
BSc. in Economics (Universidade Católica Portuguesa); MSc. in Management (INSEAD); Ph.D. in Management (INSEAD)

CUNHA, Miguel Pina e

e-mail: mpc@fe.unl.pt
BSc. in Social Psychology (ISPA); MSc. in Organizational Behavior (ISPA); Ph.D. in Marketing (Tilburg University)

CUNHA, Rita Campos e

e-mail: rcunha@fe.unl.pt
BSc. in Psychology (ISPA); M.A. in Organizational Psychology / Human Resources Management (New York University); Ph.D. in Business Management (University of Manchester)

DUARTE, Maria Clara Costa

e-mail: mcduarte@fe.unl.pt
BSc. in Economics (Universidade Católica Portuguesa); MSc. in Economics (Universidade Nova de Lisboa); Ph.D. in Economics (Universidade Nova de Lisboa)

LAGES, Luís Filipe

e-mail: lflages@fe.unl.pt
BSc. in Public Relations (ISMAI); M.A. in Marketing (Coventry University); Ph.D. in Marketing and International Business (University of Warwick)

MATA, Maria Eugénia

e-mail: memata@fe.unl.pt
BSc. in Economics (Universidade Técnica de Lisboa); MSc. in Economics (Universidade Nova de Lisboa); Ph.D. in Economics (Universidade Técnica de Lisboa)

MATOS, João Amaro de

e-mail: amatos@fe.unl.pt
BSc. in Management (Fundação Getúlio Vargas); BSc. in Physics, MSc. in Physics and Ph.D. in Physics (Universidade de S. Paulo); Ph.D. in Business Administration (INSEAD)

NUNES, Luís Catela

e-mail: lcnunes@fe.unl.pt
BSc. in Economics (Universidade Nova de Lisboa); Ph.D. in Economics (University of Illinois at Urbana-Champaign)

PINHO, Paulo Soares

e-mail: ppinho@fe.unl.pt
BSc. in Economics (Universidade Nova de Lisboa); MBA (Universidade Nova de Lisboa); Ph.D. in Banking and Finance (City University Business School)

SÁ, Antonieta Cunha

e-mail: mcunhasa@fe.unl.pt
BSc. in Economics (ISCTE); MSc. in Economics (Universidade Nova de Lisboa); Ph.D. in Economics (University of Illinois at Urbana-Champaign)

SANTOS, Vasco

e-mail: vascos@fe.unl.pt
BSc. in Economics (Universidade Católica Portuguesa); Ph.D. in Economics (University of Illinois at Urbana-Champaign)

SEABRA, Maria do Carmo

e-mail: mcseabra@fe.unl.pt
BSc. in Economics (Universidade Católica Portuguesa); Ph.D. in Economics (Universidade Nova de Lisboa)

SILVA, Álvaro Ferreira da

e-mail: asilva@fe.unl.pt
BSc. in History (Universidade de Lisboa); MSc. in Historical Economics and Sociology (Universidade Nova de Lisboa); Ph.D. in History and Civilization (European University Institute, Florence)

TAVARES, José Albuquerque

e-mail: jtavares@fe.unl.pt
BSc. in Economics (Universidade Católica Portuguesa); Ph.D. in Economics (Harvard University)

RESEARCHER**CORADO, Maria Cristina**

e-mail: ccorado@fe.unl.pt
BSc. in Silviculture (Universidade Técnica de Lisboa); Ph.D. in Economics (University of Maryland)

VISITING ASSOCIATE PROFESSORS**DAHAB, Sonia**

e-mail: sdahab@fe.unl.pt
BSc. in Political Science (Pontif. Univ. Católica Rio Janeiro); M.A. in Economics (Boston University); Ph.D. in Economics (Yale University)

SOUSA, António de

e-mail: antoniosousa@fe.unl.pt
BSc. in Management (Universidade Católica Portuguesa); Ph.D. in Business Studies (University of Pennsylvania, Wharton School)

ASSISTANT PROFESSORS**CARMONA, Guilherme**

e-mail: gcarmona@fe.unl.pt
BSc. in Economics (Universidade Católica Portuguesa); Ph.D. in Economics (University of Minnesota)

CÔRTE-REAL, Paulo Pamplona

e-mail: ppc@fe.unl.pt
BSc. in Economics (Universidade Nova de Lisboa); M.A. in Economics (Harvard University); Ph.D. in Economics (Harvard University)

CUNHA, J. João Vieira da

e-mail: jvc@fe.unl.pt
BSc. in Management (Universidade Católica - Porto); MSc. in Organizational Behavior (ISPA); Ph.D. in Management (MIT Sloan School of Management)

DAI, Qinglei

e-mail: qinglei.dai@fe.unl.pt
B.A. in Finance (East China University); MBA (Manchester Business School); MSc. in Financial Economics (Norwegian School of Management); Ph.D. in Business Management (Norwegian School of Management)

DELAVANDE, Adeline

e-mail: a-delavande@fe.unl.pt
BSc. in Economics (HEC Paris); M.A. in Economics (Northwestern University); Ph.D. in Economics (Northwestern University)

FRANCO, Francesco

e-mail: francesco_franco@fe.unl.pt
B.A. in Economia Política (Università Luigi Bocconi); Master in Economics (MEC - Univeritá Luigi Bocconi); Ph.D. in Economics (Massachusetts Institute of Technology)

GEORGIEV, Iliyan

e-mail: igeorgiev@fe.unl.pt
Master of International Economic Relations (Higher Economic Institute); MSc. in Mathematics (Sofia University); Ph.D. in Economics (European University Institute, Florence)

GOMES, Paulo

e-mail: pgomes@fe.unl.pt
BSc. in Management (Universidade do Porto); Ph.D. in Management (Boston University)

HOERNIG, Steffen

e-mail: shoernig@fe.unl.pt
Diplom-Kaufmann (Universität Bielefeld); Master of Applied Mathematical Sciences (University of Georgia); Ph.D. in Economics (European University Institute, Florence)

MARQUES, Ana

e-mail: ana_marques@fe.unl.pt
BSc. in Management (ISG); MSc. In Management (ISG); Ph.D. in Accounting (University of Texas at Austin)

MEISIEK, Stefan

e-mail: smeisiek@fe.unl.pt
B.A. in Business Administration (Justus Liebig University); MSc. in Business Administration (Freie University of Berlin); Ph.D. in Business Administration (Stockholm School of Economics)

PERALTA, Susana

e-mail: peralta@fe.unl.pt
BSc. in Economics (Universidade Católica Portuguesa); M.A. in Economics (Université Catholique de Louvain); Ph.D. in Economics (Université Catholique de Louvain)

PINTO, Luís Santos

e-mail: lspinto@fe.unl.pt
BSc. in Economics (Universidade Católica Portuguesa); MSc. in Economics (Universidade Nova de Lisboa); Ph.D. in Economics (University of California, San Diego)

REIS, Ana Balcão

e-mail: abr@fe.unl.pt
BSc. in Economics (Universidade Nova de Lisboa); Ph.D. in Economics (Universidade Nova de Lisboa)

SILVA, André de Castro

e-mail: acsilva@fe.unl.pt
B.A. in Engineering (Universidade Federal do Rio de Janeiro); M.A. in Economics (Fundação Getúlio Vargas); M.A. in Economics (University of Chicago); Ph.D. in Economics (University of Chicago)

TABAKIS, Chrysostomos

e-mail: ctbakis@fe.unl.pt
B.A. in Economics (Brandeis University); M.A. in Economics (Columbia University); MPhil in Economics (Columbia University); Ph.D. in Economics (Columbia University)

VASCONCELOS, Luís

e-mail: l-vasconcelos@fe.unl.pt
BSc. in Economics (Universidade Nova de Lisboa); M.A. in Economics (Northwestern University); Ph.D. in Economics (Northwestern University)

VIEIRA, Rui

e-mail: rui.vieira@fe.unl.pt
BSc. in Management (Universidade do Algarve); MSc. in Management, Strategy and Business Development (ISCTE); Ph.D. in Management Control and Accounting (Warwick Business School)

WILDE, Els de

e-mail: elsdw@fe.unl.pt
BSc. in Psychology (K.U.Leuven, Belgium); Ph.D. in Business Administration (University of Florida)

VISITING ASSISTANT PROFESSORS**AMARAL, Luciano Manuel do**

e-mail: lamaral@fe.unl.pt
BSc. in History (Universidade Nova de Lisboa); MSc. in History (Universidade Nova de Lisboa); Ph.D. in History and Civilization (European University Institute, Florence)

ANTÃO, Paula

e-mail: pantao@fe.unl.pt
BSc. in Economics (Universidade Nova de Lisboa); MSc. in Economics (Universidade Nova de Lisboa); Ph.D. in Management (Universidade Nova de Lisboa)

ARANTES, Amílcar

e-mail: arantes@cesur.civil.ist.utl.pt
BSc. in Mechanical Engineering (Instituto Superior Técnico); MSc. in Mechanical Engineering (Instituto Superior Técnico)

BERNARDO, António

e-mail: abernardo@fe.unl.pt
 BSc. in Civil Engineering (Universidade Técnica de Lisboa); MSc. In Engineering (Université Catholique de Louvain); MBA (Université Catholique de Louvain)

CASQUEIRO, Patrícia Xufre

e-mail: pxufre@fe.unl.pt
 BSc. in Statistics and Operational Research (Universidade de Lisboa); MSc. in Operational Research (Universidade de Lisboa); Ph.D. in Statistics and Operational Research (Universidade de Lisboa)

COSTA, José Rodrigues da

e-mail: jcosta@fe.unl.pt
 BSc. in Electro-technical Engineering (Universidade Técnica de Lisboa); MBA (Universidade Nova de Lisboa)

COSTA, Maria Manuel Seabra da

e-mail: mmscosta@fe.unl.pt
 BSc. in Economics (Universidade Católica Portuguesa); MBA (Universidade Católica Portuguesa)

HUFFSTOT, John Stewart

e-mail: huffstot@fe.unl.pt
 B.A. (University of Missouri); MSc. in American Studies (Universidade Aberta); Ph.D. in History (Universidade de Lisboa)

LACERDA, Ana

e-mail: lacerda@fe.unl.pt
 BSc. in Economics (Universidade Nova de Lisboa); Ph.D. in Economics (Universidade Nova de Lisboa)

MACHADO, Maria João

e-mail: mmachado@fe.unl.pt
 BSc. in Management (Instituto Superior de Gestão); MSc. in Management and Industrial Strategy (Universidade Técnica de Lisboa); Ph.D. in Management with specialization in Accounting (ISCTE)

MARQUES, Carlos

e-mail: ccamarques@fe.unl.pt
 Ph.D. in Management (Catholic University of Tilburg)

PAIS, Cláudio

e-mail: cpais@fe.unl.pt
 BSc. in Management (Instituto Superior de Gestão); MSc. in Management (Instituto Superior de Gestão)

PINHEIRO, José António

e-mail: jap@fe.unl.pt
 BSc. in Mathematics (Universidade de Lisboa); MSc. in Statistics and Information Management (Universidade Nova de Lisboa)

SILVA, Luís Pereira da

e-mail: lsilva@fe.unl.pt
 BSc. in Management (Universidade Católica Portuguesa); MBA (Universidade Nova de Lisboa)

SILVA, Maria Leonor Ferreira da

e-mail: leonor.ferreira@fe.unl.pt
 BSc. in Management (Universidade Católica Portuguesa); BSc. in Economics (Universidade Técnica de Lisboa); MSc. in Management and Business Organization (Universidade Técnica de Lisboa); MBA (Universidade Nova de Lisboa); Ph.D. in Management (Universidade Lusíada de Lisboa)

SILVEIRA, Catherine da Silveira

e-mail: cdsilveira@fe.unl.pt
 BSc. in Management (Université Paris IX - Dauphine); MSc. in Marketing (Institut d'Etudes Politiques de Paris)

VALLE E AZEVEDO, João

BSc. in Mathematics Applied to Economics and Management (Universidade Técnica de Lisboa); MSc. in Statistics (London School of Economics); Ph.D. in Economics (Stanford University)

VELOSA, Jorge

e-mail: jvelosa@fe.unl.pt
 BSc. in Management (Universidade Livre); MBA (Universidade Nova de Lisboa)

VISITING TEACHING ASSISTANTS**HORTINHA, Paula**

e-mail: phortinha@fe.unl.pt
 BSc. Chemical Engineering (Instituto Superior Técnico); MBA in Marketing (Universidade Católica Portuguesa); MSc. in Management (Universidade Católica Portuguesa)

SILVA, Graça

e-mail: gms@fe.unl.pt
 BSc. in Industrial Production Engineering (Universidade Nova de Lisboa); MSc. in Probabilities and Statistics (Universidade de Lisboa)

LEIRIA, Paulo

email: pleiria@fe.unl.pt
 BSc. in Economics (Universidade Nova de Lisboa); MSc. in Economics (Universidade Nova de Lisboa)

SPECIAL COLLABORATORS**BARBOSA, Manuel Pinto**

e-mail: mpb@fe.unl.pt
 BSc. in Economics (Universidade Técnica de Lisboa); Ph.D. in Economics (University of Yale)

PINA, Joaquim

e-mail: jagl@fct.unl.pt
 BSc. in Economics (Universidade Nova de Lisboa); MSc. in Economics (Universidade Nova de Lisboa); Ph.D. in Economics (Universitat Pompeu Fabra)

Disclaimer: Faculty List for Masters Programs on July 2008.

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MASTERS CONTACTS

NOVA Masters Students have at their disposal a personalized student support service. The Masters Office staff are available to help all Masters students with their academic concerns and adaptation to Masters-level study.

MASTERS OFFICE

Dra. Sarah Ferreira

sferreira@fe.unl.pt

Campolide Building, Office 367

Office hours:

Wednesdays 10:00 a.m. – 1:00 p.m.

Fridays 2:00 p.m. – 4:00 p.m.

Academic Services also have a member of staff dedicated to the administrative needs of Masters

students. For all program administrative issues: enrollment, fee payment, processing of course selections, academic progress questions and documentation etc., students can contact the following responsible:

Dra. Dora Lança

Tel: 21 380 16 09

Fax: 21 387 42 29

sa_masters@fe.unl.pt

Office hours:

During term-time: Mon – Fri,

10:00 a.m. – 4:00 p.m.

During vacations: Mon – Fri,

10:00 a.m. – 12:00 a.m. and 2:00

p.m. – 4:00 p.m.

Additionally, the Masters Programs will be spearheaded by two

members of Faculty. To facilitate student support, Masters students are advised to first contact either the Masters Office or Academic Services (depending on the nature of the request), who will then orientate students appropriately.

DIRECTOR OF MASTERS PROGRAMS

Prof. Clara Costa Duarte

mcduarte@fe.unl.pt

Office 356

PRESIDENT OF THE PEDAGOGICAL COUNCIL

Prof. Luís Catela Nunes

lcnunes@fe.unl.pt

Office 357

CEMS MIM

Students interested in knowing more about the CEMS MIM please feel free to contact NOVA's CEMS MIM Academic Coordinator mim@fe.unl.pt

Additionally, the CEMS MIM will be spearheaded by a member of Faculty, Prof. Rita Campos e Cunha. However, to facilitate student support, students are advised to first contact the CEMS MIM Academic Coordinator, (depending on the nature of the request), who will then orientate students appropriately.

Prof. Rita Campos e Cunha

CEMS MIM Academic Director

Tel.: 213 822 706

rcunha@fe.unl.pt