

TEACHING TEAM.

Instructor – Abrao Kulaif (abrao.kulaif@novasbe.pt)

Abrão Kulaif is an Adjunct Assistant Professor at Nova SBE where he teaches Principles of Management. Abrao is an economist by training and holds a Master of Business Administration degree from The Lisbon MBA, as well as Masters in International Management from Nova SBE. Former Commodities Sales Trader for about 10 years, worked in several locations, such as Brazil, UK, US and Portugal. He has worked for financial institutions (Standard Bank Plc and ICBC Standard Bank Plc) and big corporates (Whirlpool and Umicore). Since 2018, Abrao has been an entrepreneur, having co-founded a tech data management startup called Shooju, with currently 30 employees from 8 different nationalities and customers from 6 different countries. Lately, Abrao has been an enthusiast of no/low-code tools.

COURSE UNIT AIMS.

This course is intended for undergraduate students and introduces the different functional areas of management, emphasizing some practical concepts of companies, the environment and context they are in, market dynamics, strategies and a holistic understanding of the new forms for creating and delivering value to external and internal shareholders. The applied component makes it certainly complementary to some other courses, notably entrepreneurial concepts from real use cases, most of them also lived and experienced by the instructor.

COURSE UNIT CONTENT. (Main topics covered in the course)

CLASS WORK PLAN for the Theoretical Classes

Week	Session	Date	Topic
1	1	04 Feb 2025	Introduction & Key concepts
	2	06 Feb 2025	Boundaries & problem approach
2	3	11 Feb 2025	Problem approach (INE + prob tree)
	4	13 Feb 2025	An analysis of Revenues
3	5	18 Feb 2025	An analysis of Costs
	6	20 Feb 2025	Business Model Canvas
4	7	25 Feb 2025	Sources of Funding
	8	27 Feb 2025	Funding - bootstrap x external funding?
5	9	06 Mar 2025	Impact investing
6	10	11 Mar 2025	Go-to-market
	11	13 Mar 2025	Go-to-market in practice: use cases
9	12	01 Apr 2025	Within a company I
	13	03 Apr 2025	Within a company II
10	14	08 Apr 2025	Strategy I
	15	10 Apr 2025	Strategy II
11	16	15 Apr 2025	Innovation & intrapreneurship I
12	17	22 Apr 2025	Innovation & intrapreneurship II
	18	24 Apr 2025	Prototyping & no-code tools
13	19	29 Apr 2025	Hybrids
14	20	06 May 2025	Startups
	21	08 May 2025	Startups II
15	22	13 May 2025	A bit of M&A
	23	15 May 2025	Course wrap-up
16	24	tbc	Mentoring

LEARNING OBJECTIVES. Upon completion of this course, students should be able to:

- A. Knowledge and Understanding
 - a. Understand the key concepts underlying the formation and the ongoing management of companies.
 - b. Develop an overall perspective of the principles determining the operations and strategies of firms.
 - c. Develop a formalized view on the economic phenomena underlying managerial actions and decisions.
 - d. Develop a holistic view of entrepreneurial firms, their objectives and foundations.
 - e. Understand the role of the different functional areas of an organization
 - f. Understand a fundamental set of technical skills for managing the different functional areas of an organization.
- B. Subject-Specific Skills
 - a. Types of firm boundaries
 - b. Types of costs at firm level and differences between economic and accounting costs
 - c. Basics of pricing – value-based vs. cost-based pricing
 - d. Marketing models of pricing: price discrimination, quantity discounts, two-part tariffs, bundling, etc.
 - e. Innovation and intrapreneurship
 - f. The lean startup concept and its applied applications
 - g. The new “forms” of companies – startups and social ventures
- C. General Skills
 - a. General management and economics skills
 - b. Critical thinking and analytical skills
 - c. English language in the managerial context skills
 - d. Group work and interpersonal capabilities
 - e. Presentation skills

DEMONSTRATION OF THE COHERENCE OF THE SYLLABUS WITH COURSE UNIT AIMS

The syllabus covers and relates economic principles to managerial concepts and practices with the aim of providing the students with a set of tools for business analysis and decision-making. In doing so, it achieves its pedagogical objectives by drawing from a bibliography oriented for an analytical view of managerial practices and relating it to present-day business contexts

TEACHING AND LEARNING METHODS.

The course comprises two theoretical lectures and one practical session per week. In the lectures, the theoretical material is presented and discussed with the help of examples. The practical sessions serve the purpose of linking the topics presented with the jobs to be done - group works and exams.

ASSESSMENT

Assessment 1: Individual Midterm Exam (25%)

Held on campus via Wiseflow

Assessment 2: Group Work 2 (35%)

- Delivered as three single reports
 1. Company Overview – to be delivered via moodle.
 2. Strategy – to be delivered via moodle.

Assessment 3: Individual Final Exam (40%)

Held on campus via Wiseflow

RESOURCES.

Moodle will be used to disseminate information about the course as well as the lectures' slides.