

## P311A

### Group 1

- 56589 - M<sup>a</sup> Carmen Gamito
- 56742 – Matilde Garcia
- 56530 – Joana Mendes
- 56634 – Alice Santos
- 62349 – Carmo Veloso

### Group 2

- 52726 – Joshua Perez
- 69644 Julia Niiranen
- 69642 Markus Apila
- 56596 Pedro Cadete

### Group 3

- 52213 - Maria M Rodrigues
- 69640 - Shreya Trivedi
- 69639 - Annie J.
- 69587 - Adria ruest

### Group 4

- 69806 – Elias Sahla
- 69676 – Simon Christoffersen
- 66858 – ZiJing Huang
- 69704 – Shane Barten

### Group 5

- 56681 – Maria Antunes – dropped out
- 56787 – Maria Inês
- 56608 – Mariana Oliveira
- 51861 – Inês Pedroso
- 56537 – Beatriz Cipriano

### Group 6

- 69625 - Iulia Angelescu
- 69751 - Sydney Song
- 51594 – Marcelo Filho
- 69413 – Phil Roth
- 52028 – Gaspar Araújo

### Group 7

- 42919 – Nuno Cunha
- 56864 – Diana Viduedo

### Group 8

- 56773 – Beatriz Fonseca
- 69579 – Victoria Ribeiro
- 69736 - Tomás Frost
- 66873 – Telmo Gutierrez
- 43266 – Mah Hussain

## P311A

### Group 1

- PRESENTATION: HealthCo
- CHALLENGE: Heineken

### Group 2

- PRESENTATION: P&G
- CHALLENGE: Apple

### Group 3

- PRESENTATION: Heineken
- CHALLENGE: Netflix

### Group 4

- PRESENTATION: Apple
- CHALLENGE: The Washington Post

### Group 5

- PRESENTATION: The Wash. Post
- CHALLENGE: Kodak

### Group 6

- PRESENTATION: Netflix
- CHALLENGE: HealthCo

### Group 7

Please send and email to  
[diogo.antunes@novasbe.pt](mailto:diogo.antunes@novasbe.pt)

To be confirmed

### Group 8

- PRESENTATION: Kodak
- CHALLENGE: P&G

# Class Dynamics – Theoretical and Practical Classes

1	Presentation	February 6	Presentation and Groups Constitution	February , 10,11
2	<b>Problem Solving and Issue Trees</b>	February 13	St. Anford College (Case Study)	February 17,18
3	Strategy – AstraZéneca	February 20	Apple (Strategy)	February 24, 25
4	Marketing - PLACARD.PT	February 27	Netflix (Marketing and Pricing) 	March 3, 4
5	<b>Organization - SONAE</b>	March 6	P&G – Gillette Acquisition (Organization)	March 10, 11
6	Transformation – Siemens	March 13	Kodak (Transformation)	March 17, 18
7	NO CLASS	March 20	NO CLASS	March 24,25
8	<b>Digital and IA - MICROSOFT</b>	March 27	The Washington Post (Digital and IT)	March 31, April 1
9	<b>Sustainability - MCKINSEY</b>	April 3	IKEA (Sustainability)	April 7, 8
10	<b>Operations Management - KAIZEN</b>	April 10	Heineken (Operations Management)	April 14, 15
11	<b>Entrepreneurship -</b>	April 24	HealthCo (Entrepreneurship)	April 28, 29
12	<b>Career Management – Champalimaud – André Valente</b>	May 5	<b>EXAM: 4 June 2025 – 11h30m   RESIT EXAM: 26 June</b>	

## Class Dynamics – Case Publication Dates

Case	Presentation & challenge date	Case publication date
Apple	February 24th/25th	February 13th
Netflix	March 3rd/4th	February 20th
P&G - Gillette	March 10th/11th	February 27th
Kodak	March 17th/18th	March 6th
The Washington Post	March 31s/April 1st	March 20th
IKEA	April 7th/8th	March 27th
Heineken	April 14th/15th	April 3rd
HealthCo	April 28th/29th	April 17th