

# **Commercial Management**

## **COURSE DESCRIPTION**

**São Paulo – 2026**

## MODULE I - INTRODUCTORY

DISCIPLINE	<b>Foundations of Business Management</b>
CONTACT HOURS	80h

### Description

Concept of Management. History of management. Evolution of administrative thought and theory. Characteristics, purposes, and functions of organizations. The management processes. New paradigms of management in a globalized environment. Management and its perspectives. The role of management and managers in contemporary organizations. Managerial skills. Trends in management.

### Objectives

To present a systemic view of organizations, the role of the manager, and business functions, introducing the field of Management, its characteristics, and professional practice based on planning, organizing, leading, and controlling.

### Core Reading

LACOMBE, Francisco. **Teoria geral da Administração**. São Paulo: Editora Saraiva, 2009.

MAXIMIANO, Antônio C. A. **Introdução à Administração**. São Paulo: Grupo GEN, 2012.

OLIVEIRA, Djalma P. R. **Introdução à administração**: Edição compacta. São Paulo: Grupo GEN, 2009.

### Recommended Reading

BATEMAN, Thomas S; SNELL, Scott A. **Administração - Série A**. Porto Alegre: Grupo A, 2012.

CORRÊA, Henrique L. **Teoria geral da administração**: abordagem histórica da gestão de produção e operações. São Paulo: Grupo GEN, 2003.

KWASNICKA, Eunice L. **Introdução à Administração**. São Paulo: Grupo GEN, 2012.

MASIERO, Gilmar. **Administração de empresas: Teoria e Funções com exercícios e casos.** São Paulo: Saraiva, 2012.

OLIVEIRA, Djalma P. R. **Teoria geral da administração: uma abordagem prática.** São Paulo: Grupo GEN, 2013.

DISCIPLINE                      **Organizational Process Management**

CONTACT HOURS              80h

### **Description**

Introduction to organizational process management. Fundamental concepts of processes and their characteristics. Process modeling: identification, analysis, and design. Tools and techniques for process mapping and documentation. Analysis of process efficiency and effectiveness. Continuous improvement and business process reengineering (BPR). Process automation and optimization. Integration of processes with information technology. Management of organizational changes related to processes.

### **Objectives**

To enable students to understand the fundamentals, concepts, and techniques related to the effective management of processes within organizations. This includes skills to identify, analyze, design, document, improve, and optimize processes, aiming to enhance organizational efficiency, quality, and competitiveness.

### **Core Reading**

AJRA, Sanmya Feitosa. **Empreendedorismo: conceitos e práticas inovadoras.** São Paulo: Erica, 2019. 1 recurso online. (Eixos). ISBN 9788536531625.

LACOMBE, Francisco. **Teoria geral da Administração.** São Paulo: Editora Saraiva, 2009.

VECINA NETO, G.; MALIK, A. M. **Gestão em saúde.** Rio de Janeiro, RJ: Guanabara Koogan, 2016.

### **Recommended Reading**

CORRÊA, Henrique L. **Teoria geral da administração: abordagem histórica da gestão de produção e operações.** São Paulo: Grupo GEN, 2003.

MASIERO, Gilmar. **Administração de empresas.** 3. São Paulo: Saraiva, 2012. 1 recurso online. ISBN 9788502177543.

KWASNICKA, Eunice L. **Introdução à Administração.** São Paulo: Grupo GEN, 2012.

OLIVEIRA, Djalma P. R. **Teoria geral da administração: uma abordagem prática.** São Paulo: Grupo GEN, 2013.

DISCIPLINE                      **Philosophical Anthropology**

CONTACT HOURS        40h

### **Description**

Understanding how society influences the individual's life and promotes human development. Study of key issues involving contemporary societies and their organizations, as well as ethnic and racial relations and the knowledge of Afro-Brazilian history and culture. Discussion of major challenges faced by human beings in modern societies. Relationship between knowledge, human development and growth, and health. Concepts related to social inclusion policies (autism spectrum, Afro-Brazilian identities, gender and sexuality, multiple disabilities).

### **Objectives**

To provide students with tools to employ Cultural Anthropology and Sociology as instruments to support their functions in healthcare activities.

### **Core Reading**

CAZAROTTO, José Luiz. **Psicologia e Antropologia.** São Paulo: Ideias & Letras 2015.

GIL, Antonio Carlos. **Sociologia geral.** São Paulo, SP: Atlas, 2011.

LARAIA, Roque de Barros. **Cultura: um conceito antropológico**. 27. ed. Rio de Janeiro: Jorge Zahar, 2015.

### **Recommended Reading**

LAKATOS, Eva M., MARCONI, Mariana de A. **Sociologia geral**. 7. ed. São Paulo: Atlas, 2000.

LOURO, G.L. **Gênero, sexualidade e educação: uma perspectiva pós-estruturalista**. 16.ed. São Paulo: 2014.

NARDI, Henrique Caetano; Sandrine Machado, Paula; Silva Silveira, Raquel da. **Diversidade Sexual, Relações de Gênero e Políticas Públicas**. São Paulo: Sulina, 2013.

DISCIPLINE	<b>Portuguese Language Studies</b>
CONTACT HOURS	40h

### **Syllabus**

Development of students' competence in reading, writing and speaking Portuguese through the study of linguistic features in texts and learning activities, supported by the relevant prescriptive grammar rules. Academic skills reinforcement in reading and writing, including functional reading skills.

### **Objectives**

To read, analyze and interpret a range of texts, and to produce academic writing consistent with the standards of the genre.

### **Core Reading**

GARCIA, Othon Moacyr. **Comunicação em prosa moderna**. Aprenda a escrever, aprendendo a pensar. 27. ed. Rio de Janeiro: Fundação Getúlio Vargas, 2015.

MEDEIROS, J.B. **Português instrumental**. 10ed. São Paulo: Atlas, 2013.

SIQUEIRA, Wagner Garcia. 1ª ed. São Paulo: Expressão & Arte Editora, 2014.

### **Recommended Reading**

CEREJA, William Roberto; MAGALHÃES, Thereza Cochar. **Gramática:** texto, reflexões e uso. 3ed. São Paulo: Atual, 2009

COMPEDELLI, Samira Yousseff; SOUZA, Jésus Barbosa. **Português:** literatura, produção de textos e gramática: volume único. 3 ed. São Paulo, SP: Saraiva, 2000.

MENDES, Andréia Almeida *et al.* **Linguística textual e ensino.** Porto Alegre: SAGAH, 2020. 1 recurso online. ISBN 9786581492670

DISCIPLINE	<b>Fundamentals of Mathematics</b>
CONTACT HOURS	80h

### **Description**

Development of competence in working with linear, quadratic, polynomial and logarithmic functions. Supply and demand functions. Cost and price functions. Break-even point. Limits: definition, limits at a point, one-sided limits, continuity and discontinuity of a function. Derivatives: definition, derivatives of sums, differences, products and quotients. Integration: characteristics, properties and applications.

### **Objectives**

To present key mathematical topics, focusing on their application as analytical support for decision-making.

### **Core Reading**

LAPA, Nilton. **Matemática aplicada.** Uma abordagem introdutória. São Paulo: Saraiva, 2012.

SILVA, Luiza M. O; MACHADO, Maria A. S. **Matemática aplicada à administração, economia e contabilidade.** Funções de uma e mais variáveis. São Paulo: Cengage Learning, 2014.

ZEGARELLI, Mark. **1001 Problemas da Matemática & Álgebra para Leigos**. Rio de Janeiro: Alta Books, 2016.

### **Recommended Reading**

ALRO, Helle; SKOVSMORE, Ole. **Diálogo e Aprendizagem na Educação Matemática**. 2ed. Belo Horizonte: Autêntica, 2010.

ANTON, Howard; BUSBY, Robert C. **Álgebra Linear Contemporânea**. Porto Alegre: Bookman, 2007.

HAZZAN, Samuel. **Matemática Básica**. Para administração, economia, contabilidade e negócios. São Paulo: Atlas, 2021.

PACHECO, Ricardo. **Matemática Atuarial de Seguros de Danos**. São Paulo: Atlas 2014.

ROSEN, Kenneth H. **Matemática Discreta e suas Aplicações**. 6ed. Porto Alegre: AMGH, 2010.

DISCIPLINE                      **Research Methodology**  
CONTACT HOURS      40h

### **Description**

Foundations of scientific understanding, scientific thought, methodical knowledge, research methods and techniques for systematic investigation.

### **Objectives**

To understand and apply the principles of research methodology in the production and dissemination of knowledge through the methods and techniques of scientific research.

### **Core Reading**

DE SORDI, José O. **Elaboração de pesquisa científica**. Seleção, leitura e redação. São Paulo: Saraiva, 2013.

GIL, Antônio C. **Como elaborar projetos de pesquisa**. 6ed. São Paulo: Atlas, 2018.

MARCONI, Marina de A; LAKATOS, Eva M. **Fundamentos de Metodologia Científica**. 9ed. São Paulo: Atlas, 2021.

### **Recommended Reading**

LOZADA, Gisele; NUNES, Karina da S. **Metodologia Científica**. Porto Alegre: SAGAH, 2018.

MATIAS-PEREIRA, José. **Manual de Metodologia da Pesquisa Científica**. 4ed. São Paulo: Atlas, 2019.

NASCIMENTO, Luiz P. **Elaboração de projetos de pesquisa**. Monografia, dissertação, tese e estudo de caso, com base em metodologia científica. São Paulo: Cengage Learning, 2012.

OLIVEIRA, José P. M; MOTTA, Carlos A. P. **Como escrever textos técnicos**. 2ed. São Paulo: Cengage Learning, 2011.

SANTOS, João A; PARRA FILHO, Domingos. **Metodologia Científica**. 2ed. São Paulo: Cengage Learning, 2011.

## MODULE II - ORGANIZATIONAL STRUCTURING

DISCIPLINE                      **Foundations of Law**

CONTACT HOURS              80h

### **Description**

Relations of Law with other areas of knowledge. Codification in Brazilian Law. Law of Introduction to the Brazilian Civil Code. Trends in contemporary Brazilian Law. Morality and Law. Social norms. Justice and equity. Introduction to Brazilian Law. Introduction to Brazilian Constitutional and Administrative Law. Environmental Law. Legal Norm – Validity, Effectiveness and Term. Sources of Law. Legal Principles. Fundamental Legal Concepts. Legal fact. Legal relationship. Subject of Law. Subjective rights. Legal duty. Illegality. Sanction. Legal act and fact. Judicial organization. Legislation and principles of human rights. Ethnic groups, nationality and communities. Aspects of Brazilian Law No. 13,467/2017 on Labor Reform.

### **Objectives**

To develop an understanding of the core theoretical and practical elements of Law and their application in practice.

### **Core Reading**

BERWIG, Aldemir. **Direito Administrativo**. Ijuí: Unijuí, 2019.

GUERRA, Sidney. **Curso de Direitos Humanos**. 6ed. São Paulo: Saraiva, 2020.

LOPES, José R. L; QUEIROZ, Rafael M. R; ACCA, Thiago S. **Curso de História do Direito**. 4ed. São Paulo: Atlas, 2021.

### **Recommended Reading**

ATIENZA, Manuel. **As Razões do Direito - Teoria da Argumentação Jurídica**. Rio de Janeiro: Grupo GEN, 2014.

COUTINHO, Diogo R. **Direito, Desigualdade e Desenvolvimento**. São Paulo: Editora Saraiva, 2013.

FIGUEIREDO, Leonardo Vizeu. **Lições de Direito Constitucional**. Rio de Janeiro: Grupo GEN, 2013.

PIRES, Antônio C. M. **Direito Administrativo**. São Paulo: Grupo GEN, 2013.

SOCIEDADE, cultura e cidadania. Porto Alegre: SAGAH, 2020. VER RELATORIO DE ESTUDO.

DISCIPLINE                      **Organizational Psychology**

CONTACT HOURS        80h

### **Description**

Basic principles of the formation, development, and psychodynamics of emotional mechanisms, providing a critical and comprehensive understanding of human behavior processes and their effects on interpersonal relationships in healthcare.

### **Objectives**

To enable students to acquire knowledge and skills by understanding human behavior.

### **Core Reading**

FADIMAN, J. **Personalidade e crescimento pessoal**. 5. Porto Alegre: ArtMed, 2004.

FREUD, S. **Amor, sexualidade, feminilidade**. São Paulo: Autêntica, 2018.

WEITEN, W. **Introdução à psicologia temas e variações**. 3.ed. São Paulo: Cengage Learning, 2018.

### **Recommended Reading**

COLLIN, C. et al. (Colabs.). **O livro da psicologia**. São Paulo: Globo, 2012.

ISMAEL, S. M. C. **Psicologia Hospitalar** - sobre o adoecimento... articulando conceitos com a prática clínica. Porto Alegre: Atheneu, 2013.

MELLO, F. **Psicossomática Hoje**. Porto Alegre: Artmed, 1992.

DISCIPLINE                      **Foundations of Economics**

CONTACT HOURS              80h

### **Description**

Basic notions of economics and introduction to its foundations. Study of the basic economic laws, factors of production and their applications, instruments, and fundamental interrelations. Structure and model of the market economy. Theory of Production. Objectives of macroeconomic policies and their main instruments. Study of the main types of inflation, their causes and resulting distortions. Analysis of global economic issues.

### **Objectives**

To foster an understanding of global economic issues by demonstrating the relationship between economic theory and real-world practice, as well as their applications in the business environment.

### **Core Reading**

FRANK, Robert H; BERNANKE, Ben S. **Princípios de Economia**. 4ed. Porto Alegre: AMGH, 2012.

SAMUELSON, Paul A.; NORDHAUS, William D. **Economia**. 19ed. Porto Alegre: AMGH, 2012.

VASCONCELLOS, Marco A. S; GARCIA, Manuel E. **Fundamentos de Economia**. 6ed. São Paulo: Saraiva, 2019.

### **Recommended Reading**

BACHA, Edmar L; BOLLE, Mônica B. (org.) **Novos Dilemas da Política Econômica**. Rio de Janeiro: LTC, 2011.

MUNCHAU, Wolfgang. **Os anos do colapso. O estouro da crise econômica mundial.** Porto Alegre. Bookman, 2014

GUIMARÃES, Bernardo, GONÇALVES, Carlos E. **Introdução à Economia.** São Paulo: Atlas, 2020.

HUBBARD, Robert G; O'BRIEN, Anthony P. **Introdução à Economia.** 2ed. Porto Alegre: Bookman, 2010.

SILVA, César R. L; LUIZ, Sinclayr. **Economia e Mercados.** Introdução à economia. 20ed. São Paulo: Editora Saraiva, 2018.

DISCIPLINE	<b>Introduction to Accounting</b>
CONTACT HOURS	80h

### **Description**

Introduction to accounting: concepts, purposes, and applications. Financial statements: cash flow, basic structures, and income statement. Overview of balance sheets: double-entry method, debit and credit mechanisms. Journal entries and bookkeeping.

### **Objectives**

To provide understanding of the main accounting methods and principles, presenting them as an important conceptual tool for management.

### **Core Reading**

GONÇALVES, Eugênio C; BAPTISTA, Antônio E. **Contabilidade Geral.** 7ed. São Paulo: Atlas, 2011.

MARION, José C. **Análise das demonstrações contábeis.** 8ed. São Paulo: Atlas, 2019.

SANTOS, Fernando A; VEIGA, Windsor E. **Contabilidade:** com ênfase em micro, pequenas e médias empresas. 3ed. São Paulo: Atlas, 2014.

### **Recommended Reading**

CARDOSO, Ricardo L; SZUSTER, Natan; SZUSTER, Fortunée R. (et al). **Contabilidade geral:** introdução à Contabilidade Societária. 4ed. São Paulo: Atlas, 2013.

GRIFFIN, Michael P. **Contabilidade e finanças.** São Paulo: Editora Saraiva, 2012.

MALACRIDA, Mara J. C; YAMAMOTO, Marina M; PACCEZ, João D. Fundamentos da Contabilidade. **A Contabilidade no Contexto Global.** 2ed. São Paulo: Atlas, 2019.

VELLANI, Cassio L. **Contabilidade e responsabilidade social:** integrando desempenho econômico, social e ecológico. São Paulo: Atlas, 2011.

ZUCCHI, Paola. **Economia e Gestão em Saúde.** Barueri: Manole, 2010.

DISCIPLINE                      **Philosophy and Business Ethics**

CONTACT HOURS      40h

### **Description**

Introduction to philosophy: fundamental concepts and philosophical schools of thought. The study of ethics as a philosophical discipline and its relevance to business practice. Ethics and morality: distinctions and interactions. Ethical theories applied to decision-making within organizations. Corporate social responsibility (CSR) and sustainability. Ethics and leadership. Contemporary ethical challenges in business. Case studies in business ethics.

### **Objectives**

To understand the foundations of philosophy and business ethics. To analyze the main ethical theories and their application in business management. To reflect on the importance of ethics in decision-making and organizational behavior. To explore the ethical challenges faced by businesses in contemporary society. To develop skills to identify and address ethical dilemmas in the workplace.

### Core Reading

CHIAVENATO, Idalberto. **Ética nos negócios**. Rio de Janeiro: Elsevier, 2004.

SINGER, Peter. **Ética prática**. São Paulo: Martins Fontes, 2002.

VELASQUEZ, Manuel G. **Ética empresarial: conceitos e casos**. Rio de Janeiro: Pearson Prentice Hall, 2009.

### Recommended Reading

ARRUDA, Márcio de Oliveira et al. **Ética empresarial: teoria e prática**. São Paulo: Saraiva, 2014.

CARRAZA, Roque Antonio. **Ética empresarial e responsabilidade social**. São Paulo: Atlas, 2016.

FISCHER, Robert. **Introdução à ética empresarial**. São Paulo: Bookman, 2012.

SOUZA, Vânia Maria Jorge Nassif de. **Ética empresarial e responsabilidade social: a gestão dos valores organizacionais**. São Paulo: Saraiva, 2010.

TRIVIÑOS, Augusto Nivaldo Silva. **Ética empresarial e relações humanas no trabalho**. São Paulo: Atlas, 2018.

DISCIPLINE                      **Human Resource Management**

CONTACT HOURS              40h

### Description

Introduction to Human Resource Management. Historical evolution of Human Resource Management. Concepts and foundations of people management. The strategic role of HR within organizations. Strategic human resource planning. Recruitment and selection processes. Organizational integration and socialization. Employee development: training, capacity

building, and competency development. Performance evaluation. Compensation and benefits. Quality of work life management.

### **Objectives**

To provide students with a comprehensive understanding of processes and practices related to human resource management within organizations.

### **Core Reading**

CHIAVENATO, Idalberto. **Gestão de Pessoas: O Novo Papel dos Recursos Humanos nas Organizações**. Rio de Janeiro: Elsevier, 2014.

MARRAS, Jean Pierre. **Administração de Recursos Humanos: do operacional ao estratégico**. São Paulo: Futura, 2000.

LOPES, João Batista; PAMPLONA, Everton. **Gestão de Pessoas**. São Paulo: Saraiva, 2014.

### **Recommended Reading**

BOHLANDER, George W.; SNELL, Scott A. **Administração de Recursos Humanos**. São Paulo: Cengage Learning, 2010.

CHIAVENATO, Idalberto. **Recursos Humanos: o capital humano das organizações**. Rio de Janeiro: Elsevier, 2010.

DESSLER, Gary. **Administração de Recursos Humanos**. São Paulo: Pearson Prentice Hall, 2012.

MARRAS, Jean Pierre. **Administração de Recursos Humanos: conceitos, ferramentas e aplicações**. São Paulo: Saraiva, 2011.

RIBEIRO, Antônio de Lima. **Gestão de Pessoas: Modelos, Processos, Tendências e Perspectivas**. São Paulo: Saraiva, 2016.

## MODULE III - MARKETING AND RELATIONSHIP MARKETING

DISCIPLINE                      **Marketing Management**

CONTACT HOURS              80h

### **Description**

Analysis of the marketing context, including: the concept of marketing; the evolution of marketing; the marketing mix; the role of marketing within organizations; challenges and societal implications of marketing activities; functional and sectoral applications of marketing; the marketing environment; individual and organizational consumer behavior; and market potential. Strategic marketing management, including: market segmentation; target market selection and positioning; marketing organizational structures; sales force organization; marketing information systems; market research: qualitative and quantitative methods; marketing performance measurement and control; competitive marketing strategies; and marketing planning. Decisions and management of the marketing mix, including: product; new product development; product management; services; distribution (place); pricing; and marketing communications (promotion).

### **Objectives**

To provide an understanding of the role and function of marketing within organizations and in contemporary society.

### **Core Reading**

HUTT, Michael D. **B2B gestão de marketing em mercados industriais e organizacionais**. São Paulo: Cengage Learning, 2018.

LAS CASAS, Alexandre L. **Administração de marketing**. 2ed. São Paulo: Atlas, 2019.

ROCHA, Angela da. **Administração de marketing: conceitos, estratégias, aplicações**. São Paulo: Atlas, 2013.

### Recommended Reading

CRESCITELLI, Edson; SHIMP, Terence A. **Comunicação de marketing**. integrando propaganda, promoção e outras formas de divulgação. São Paulo: Cengage Learning, 2012.

HILLER, Marcos. **Branding: a arte de construir marcas**. São Paulo: Trevisan, 2012.

LAS CASAS, Alexandre L. **Administração de vendas**. 8ed. São Paulo: Atlas, 2012.

MERLO, Edgard (org.). **Administração de varejo com foco em casos brasileiros**. Rio de Janeiro: LTC, 2011.

DISCIPLINE                      **Digital and Services Marketing**

CONTACT HOURS              80h

### Description

Concept of digital marketing. Digital marketing channels. E-business and e-commerce. Digital marketing strategies and tools. Content marketing. Social media. Collaborative content creation tools in virtual communities. Digital marketing tools; online relationship marketing; search engine optimization (SEO); web design and online brand identity. Planning, monitoring, and performance measurement in digital marketing. Ethical, legal, security-related issues and challenges in digital marketing.

### Objectives

To develop an understanding of marketing strategies applied to the online environment of the Internet and other digital networks. Data analysis to support digital relationship management, enabling the transformation and engagement of leads in order to build brand credibility.

### **Core Reading**

MORAIS, Felipe. **Reflexões sobre planejamento estratégico digital**. São Paulo: Expressa, 2021.

SCHIAVINI, Janaina Mortari. **Marketing digital e sustentável**. Porto Alegre: SAGAH, 2020.

YANAZE, Mitsuru Higuchi. **Gestão de marketing e comunicação avançados e aplicações**. São Paulo: Saraiva, 2020.

### **Recommended Reading**

ASSAD, Nancy. **Marketing de conteúdo como fazer sua empresa decolar no meio digital**. Rio de Janeiro: Atlas, 2016.

CROCCO, Luciano. **Marketing perspectivas e tendências**. São Paulo: Saraiva, 2010.

D'ANDREA, Rafael. **Shopper marketing a nova estratégia integrada de marketing para a conquista do cliente no ponto de venda**. São Paulo: Atlas, 2011.

MORAIS, Felipe. **Transformação digital como a inovação digital pode ajudar no seu negócio para os próximos anos**. São Paulo: Saraiva, 2019.

TURCHI, Sandra R. **Estratégia de marketing digital e e-commerce**. 2. São Paulo: Atlas, 2018.

DISCIPLINE                      **Market Research And Trend Analysis**

CONTACT HOURS              80h

### **Description**

Theory and practice related to marketing research procedures and market analysis, with application of research techniques and statistical analysis of results. Market types, segmentation, and trends. Analytical modelling. Benchmarking and data mining. Marketing research; quantitative and qualitative research methods; development of a research project; data

collection methods; sampling: sample size and procedures; development of data collection instruments; data analysis; and reporting of results.

### **Objectives**

To develop students' critical understanding of the theoretical foundations of marketing research. To enable students to apply quantitative and qualitative research methods.

### **Core Reading**

CAMARGO, Pedro Celso Julião de. **Neuromarketing: a nova pesquisa de comportamento do consumidor**. São Paulo: Atlas, 2013.

MALHOTRA, Naresh K. **Pesquisa de Marketing Uma Orientação Aplicada**. 6.ed. Porto Alegre: Bookman, 2012.

MCDANIEL, Carl, GATES, Roger. **Fundamentos de Pesquisa de Marketing**. 4. ed. Rio de Janeiro: LTC, 2005.

### **Recommended Reading**

ANDRADE, Eduardo Leopoldino de. **Introdução à pesquisa operacional método e modelos para análise de decisões**. 5.ed. Rio de Janeiro.

GIL, Antonio Carlos. **Como elaborar projetos de pesquisa**. 6.ed. Rio de Janeiro: Atlas, 2017.

ROCHA, Angela da. **Administração de marketing conceitos, estratégias, aplicações**. São Paulo: Atlas, 2013.

YASUDA, Aurora; OLIVEIRA, D. M. T. **Pesquisa de marketing: guia para a prática de pesquisa de mercado**. São Paulo: Cengage Learning, 2013.

ZIKMUND, W. **Princípios da Pesquisa de Marketing** 2.ed. São Paulo: Pioneira Thomson Learning, 2012.

DISCIPLINE                      **E-Business Management**

CONTACT HOURS              40h

### **Description**

The business environment and Internet technology applied by organizations to their functional, interfunctional, and interorganizational processes. Examination of the various aspects to be considered in projects using the Internet, including technological, operational, infrastructure-related, and strategic aspects.

### **Objectives**

To analyze competitive forces and strategies involved in different e-commerce models, identifying characteristics and limitations related to the existing legal and regulatory framework, and reflecting on the ethical responsibilities of consumers and organizations within this context.

### **Core Reading**

BALTZAN, Paige; PHILLIPS, Amy. **Tecnologia Orientada para Gestão**. Porto Alegre: AMGH, 2012.

DAY, George S; SCHOEMAKER, Paul J.H; GUNTHER, Robert E. **Gestão de Tecnologias Emergentes**. Porto Alegre: Bookman, 2010.

KLEINDORFER, Paul R; WIND, Yoram; GUNTHER, Robert E. **O Desafio das Redes: Estratégia, Lucro e Risco em Um Mundo Interligado**. Porto Alegre: Bookman, 2012.

### **Recommended Reading**

BATISTA, Emerson O. **Sistemas de informação: o uso consciente da tecnologia para o gerenciamento**. 2.ed. São Paulo: Saraiva, 2012.

BREITMAN, Karin K. **Web Semântica: a internet do futuro**. Rio de Janeiro: LTC, 2005.

FLOYD, Thomas. **Sistemas Digitais: Fundamentos e Aplicações**. 9.ed. Porto Alegre: Bookman, 2007.

POPPENDIECK, Mary; POPPENDIECK, Tom. **Implementando o Desenvolvimento Lean de Software**. Do Conceito ao Dinheiro. Porto Alegre: Bookman, 2011.

TURCHI, Sandra R. **Estratégias de marketing digital e E-commerce**. 2.ed. São Paulo: Atlas, 2019.

DISCIPLINE                      **Consumer Behavior**

CONTACT HOURS              40h

### **Description**

To provide a comprehensive understanding of the psychological and behavioral processes that influence consumers' purchasing decisions. Topics include motivation, perception, learning processes, attitudes, personality, culture, and social influences on consumption behavior. To examine marketing and communication strategies aimed at both understanding and influencing consumer behavior. The focus is to enable students to critically analyze and interpret consumer behavior, applying this knowledge to the development of effective marketing strategies.

### **Objectives**

To provide a conceptual foundation enabling students to understand the importance and core concepts of sales management from strategic, tactical, and operational perspectives. Examination of the impacts of marketing trends, innovations, and strategies on sales force direction and management. Study of sales planning, sales processes, and post-sales activities.

### **Core Reading**

SOLOMON, M. R. **Comportamento do Consumidor: Comprando, Possuindo e Sendo**. 12.ed. Bookman Editora, 2017.

SCHIFFMAN, L. G., & Kanuk, L. L. **Comportamento do Consumidor**. 11.ed. Pearson, 2016.

BLACKWELL, R. D., Miniard, P. W., & Engel, J. F. **Comportamento do Consumidor**. 10.ed. Pioneira Thomson Learning, 2006.

### **Recommended Reading**

ALMEIDA, João Batista de. **Manual de direito do consumidor**. São Paulo: Saraiva, 2011.

ASSAEL, H. **Marketing de Consumo: Estratégias e Aplicações**. 10.ed. Cengage Learning, 2014.

CARVALHO, Sylvio Vicente de. **Direito do consumidor**. Porto Alegre: Sagra Luzzato, 1997.

FILOMENO, José Geraldo Brito. Curso fundamental de direito do consumidor. São Paulo: Kotler, P., & Keller, K. L. (2015). **Administração de Marketing** (14<sup>a</sup> ed.). Pearson.

Hawkins, D. I., Best, R. J., & Coney, K. A. **Comportamento do Consumidor: Construindo a Estratégia de Marketing**. 11. ed. Bookman Editora, 2010.

DISCIPLINE                      **Consumer Law**

CONTACT HOURS              40h

### **Description**

Historical development, concepts, and foundations of Consumer Law. Consumer, supplier, producer, products, and services. Collective and diffuse interests. Brazilian consumer legislation. Consumer relations. Consumers' rights and duties. Consumer protection. Consumer protection agencies. Jurisdiction, competence, and standing. Judicial remedies and evidence. Constitutional guarantees and principles. Scope of Consumer Law.

### **Objectives**

To provide a conceptual foundation enabling students to understand the importance and core concepts of sales management from strategic, tactical, and operational perspectives.

Examination of the impacts of marketing trends, innovations, and strategies on sales force direction and management. Study of sales planning, sales processes, and post-sales activities.

### **Core Reading**

GRINOVER, Ada Pellegrini; BENJAMIN, Antônio Herman de Vasconcellos; FINK, Daniel Roberto de; et al. **Código brasileiro de defesa do consumidor**. Rio de Janeiro: Forense, 2011.

NUNES, Rizzatto. **Curso de direito do consumidor**. São Paulo: Saraiva, 2011.

THEODORO JUNIOR, Humberto. **Direitos do consumidor**. Rio de Janeiro: Forense, 2011.

### **Recommended Reading**

ALMEIDA, João Batista de. **Manual de direito do consumidor**. São Paulo: Saraiva, 2011.

BENJAMIN, Antonio H. V. **Manual de direito do consumidor**. São Paulo: Revista dos tribunais, 2010.

CARVALHO, Sylvio Vicente de. **Direito do consumidor**. Porto Alegre: Sagra Luzzato, 1997.

FILOMENO, José Geraldo Brito. **Curso fundamental de direito do consumidor**. São Paulo: Atlas, 2008.

MORAES, Alexandre de. **Direito Constitucional**. 27. ed. São Paulo: Atlas, 2011.

## MODULE IV - STRATEGIC COMMERCIAL MANAGEMENT

DISCIPLINE                      **Credit, Collections and Risk Analysis**

CONTACT HOURS              80h

### **Description**

Identification and evaluation of Financial Markets. Study of the credit analysis process, structured to assess data related to individuals and corporate entities, enabling a detailed examination of aspects associated with the credit applicant. Verification that collections are conducted based on credit analysis, and that the same professional performs credit analysis, collections and debt negotiation. Identification of risk analysis as the process used to assess real market threats to the organization and to anticipate preventive measures against negative consequences. Examination of Financial Market operations.

### **Objectives**

To demonstrate to students that credit, collections and risk operations are part of the daily activities of organizations, their professionals and the globalized market, in connection with the Brazilian Financial System.

### **Core Reading**

ASSAF NETO, Alexandre. **Curso de administração financeira**. 3. São Paulo: Atlas, 2014.

ASSAF NETO, Alexandre. **Finanças corporativas e valor**. 7. São Paulo: Atlas, 2014.

LUZIO, Eduardo. **Finanças corporativas teoria e prática**. 2. São Paulo: Cengage Learning, 2014.

### **Recommended Reading**

BREALEY, Richard A. **Princípios de finanças corporativas**. 10. Porto Alegre: Bookman, 2013.

FERRONATO, Airto João. **Gestão contábil-financeira de micro e pequenas empresas sobrevivência e sustentabilidade**. 2. São Paulo: Atlas, 2015.

LARRATE, Marco. **Governança corporativa e remuneração dos gestores**. São Paulo: Atlas, 2013.

LARRATE, Marco. **Governança corporativa e remuneração dos gestores**. São Paulo: Atlas, 2013.

SILVA, Edson Cordeiro da. **Governança corporativa nas empresas**. 4. Rio de Janeiro: Atlas, 2016.

DISCIPLINE **Elective**

CONTACT HOURS 40h

### **Brazilian Sign Language (LIBRAS)**

#### **Description**

History and context of deaf education in Brazil, including relevant legislation and the rights of deaf individuals. Deaf culture and social interaction. Brazilian Sign Language (LIBRAS), and its sociological, pedagogical, linguistic, and technical principles, with applications in various social contexts as part of human and professional development. Expressiveness of signs used by the deaf community, their contemporary relevance, and application in the professional environment, in line with inclusion policies.

#### **Objectives**

To introduce students to the theoretical and practical concepts necessary for understanding and using Brazilian Sign Language as a visual-gestural modality, which constitutes the linguistic system of deaf communities in Brazil.

#### **Core Reading**

BOTELHO, Paula. **Linguagem e Letramento na educação de surdos – ideologia e práticas pedagógicas**. Belo Horizonte: Autêntica Editora, 2015.

MOURA, Maria C; CAMPOS, Sandra R. L; VERGAMINI, Sabine A. A. **Educação para surdos: práticas e perspectivas II.** São Paulo: Santos, 2011.

QUADROS, Ronice M. **Educação de surdos: a aquisição da linguagem.** Dados eletrônicos. Porto Alegre: Artmed, 2008.

### **Recommended Reading**

BRASIL. Decreto n. 5.626, de 22 de dezembro de 2005: regulamenta a Lei n. 10.436, de 24 de abril de 2002, que dispõe sobre a Língua Brasileira de Sinais - Libras, e o art. 18 da Lei n. 10.098, de 19 de dezembro de 2000. **Diário Oficial da União**, 23 dezembro 2005. Disponível em: <[http://www.planalto.gov.br/ccivil\\_03/\\_Ato2004-2006/2005/Decreto/D5626.htm#art1](http://www.planalto.gov.br/ccivil_03/_Ato2004-2006/2005/Decreto/D5626.htm#art1)>. Acesso em: 10 jan. 2018.

BRASIL. O tradutor e intérprete de Língua Brasileira de Sinais e Língua Portuguesa. **Programa Nacional de apoio à Educação Especial. Programa nacional de apoio à Educação de Surdos** – Brasília: MEC; SEESP, 2004. Disponível em: <http://portal.mec.gov.br/seesp/arquivos/pdf/tradutorlibras.pdf>. Acesso em 25/11/2019.

Declaração de Salamanca sobre princípios, políticas, práticas na área das necessidades educativas especiais 1994. Disponível em: <http://unesdoc.unesco.org/images/0013/001393/139394por.pdf>. Acesso em 25/11/2019.

ESTELITA, Mariangela. **ELiS Sistema Brasileiro de Escrita das Línguas de Sinais.** Porto Alegre: Penso, 2015.

Lei 10436/02 | **Lei nº 10.436, de 24 de abril de 2002.** Disponível em: <[http://www.planalto.gov.br/ccivil\\_03/leis/2002/110436.htm](http://www.planalto.gov.br/ccivil_03/leis/2002/110436.htm)>. Acesso em: 25 nov. 2019.

PLINSKI, Rejane Regina Koltz. **Libras.** Porto Alegre: SAGAH, 2018.

DISCIPLINE **Cost and Pricing**

CONTACT HOURS 80h

### **Description**

To provide students with the theoretical and practical knowledge required to understand concepts related to the costs of products and services and price setting. Topics include costing methods and systems, Cost–Volume–Profit Analysis, fixed and variable costs, contribution margin, markup, price elasticity of demand, and pricing strategies. The course aims to enable students to analyze costs, identify profit margins, and make pricing decisions that contribute to the achievement of organizational results.

### **Objectives**

To enable students to determine the costs of products and services and to apply this information in sales price determination. To identify different costing systems and adapt them to organizational objectives, supporting improvements in management accounting systems.

### **Core Reading**

IUDÍCIBUS, Sergio de. **Análise de custos uma abordagem quantitativa**. São Paulo: Atlas, 2013.

MARTINS, Eliseu. **Contabilidade de custos**. 10. São Paulo: Atlas, 2010.

PADOVEZE, Clóvis Luís. **Contabilidade de custos**. São Paulo: Cengage Learning, 2014.

### **Recommended Reading**

BORNIA, Antonio Cezar. **Análise gerencial de custos aplicação em empresas modernas**. 3. São Paulo: Atlas, 2010.

CASTIGLIONI, José Antonio de Mattos. **Assistente de contabilidade guia prático**. 2. São Paulo: Erica, 2014.

FERREIRA, Aracéli Cristina de Sousa. **Contabilidade ambiental uma informação para o desenvolvimento sustentável**: incluem certificados de carbono. 3. São Paulo: Atlas, 2011.

OLIVEIRA, Luís Martins De; PEREZ JUNIOR, José Hernandez. **Contabilidade de Custos para Não Contadores**. São Paulo: Atlas, 2000. 280p.

SANTOS, Fernando de Almeida. **Contabilidade com ênfase em micro, pequenas e médias empresas**. 3. São Paulo: Atlas, 2014.

DISCIPLINE                      **Services And Retail Management**

CONTACT HOURS      40h

### **Description**

Concepts and characteristics of services; service categories; decision-making in services; variability and heterogeneity; Services Marketing Plan; the 8 Ps of the Services Marketing Mix; marketing communications in services; buying roles; service positioning; service development and culture; distribution channels; sales forecasting; sales promotion; internal marketing; break-even analysis; structuring of the Services Marketing Plan.

### **Objectives**

To analyze, plan, implement, and control programs designed to generate and meet demand for products and services in an appropriate manner, addressing the wants and needs of consumers and/or users with satisfaction, quality, and profitability.

### **Core Reading**

GIANESI, I.G.N., CORREA. A, H.. **Administração Estratégica de Serviços: operações para a satisfação do cliente**. São Paulo: Atlas, 2012.

LAS CASAS, A. L. **Marketing de serviços**. 3ª Ed. São Paulo: Atlas, 2002.

MALHOTRA, Naresh K. **Pesquisa de marketing: uma orientação aplicada**. 4 ed. Porto Alegre: Bookman, 2007.

### Recommended Reading

CORRÊA, Henrique Luiz; CAON, Mauro. **Gestão de serviços: lucratividade por meio de operações e de satisfação dos clientes.** São Paulo: Atlas, 2012.

FITZSIMMONS, James A. ; FITZSIMMONS , Mona J.. **Administração de serviços: operações, estratégia e tecnologia da informação.** Porto Alegre: Bookman, 2014.

MATIAS, M. **Organização de Eventos: Procedimentos e Técnicas.** 6 ed. Barueri: Malone, 2013.

PRIDE, William M. **Fundamentos de marketing conceitos e práticas.** São Paulo Cengage Learning 2016.

ZEITHAML, Valarie A; BITNER, Mary Jo; GREMLER, Dwayne. **Marketing de serviços: a empresa com foco no cliente.** 6. ed. Porto Alegre: Bookman, 2014.

DISCIPLINE                      **Tax Law**

CONTACT HOURS              40h

### Description

To provide students with a comprehensive understanding of the principles, rules and core legal concepts governing the Brazilian tax system. Topics include tax jurisdiction, fundamental concepts of taxation, types of taxes, tax obligations, tax assessment, the creation and extinction of tax credits, as well as issues related to tax administration and tax procedure. The course seeks to enable students to understand and apply tax legislation critically and reflectively, contributing to ethical and responsible professional practice.

### **Objectives**

To understand the set of rules and principles that regulate the establishment, collection and enforcement of taxes, as well as the legal relationships between the State and taxpayers. This includes understanding taxes, fees and compulsory contributions, in addition to analyzing the obligations, rights and guarantees of the parties involved in the tax system. Overall, the objective is to provide students with a solid foundation for dealing with tax-related issues and their legal implications.

### **Core Reading**

Carvalho, P. F. de. (2018). **Curso de Direito Tributário** (33ª ed.). Saraiva.

Harada, K. (2020). **Direito Financeiro e Tributário** (26ª ed.). Atlas.

Machado, H. G. (2018). **Curso de Direito Tributário** (36ª ed.). Malheiros Editores.

### **Recommended Reading**

Cunha, L. A. B. da. (2019). **Manual de Direito Tributário** (8ª ed.). Saraiva.

Rocha, V. A. (2020). **Direito Tributário** (15ª ed.). Método.

Barreto, A. (2019). **Direito Tributário Internacional do Brasil** (8ª ed.). Saraiva.

DISCIPLINE                      **E-Commerce And Integrated Management Systems**

CONTACT HOURS              80h

### **Description**

Concepts of management information systems applied to organizational contexts. Analysis of information and information systems within contemporary organizational dynamics. The influence of information technology on organizational processes. Strategic

analysis of the current information technology landscape in organizations, including associated cost implications. Study of information technology management and its relationship with other functional areas of the organization.

### **Objectives**

To enable an understanding of the business environment and the development of scenarios involving technology. To equip students to participate in projects related to information systems environments. To develop decision-making capabilities in matters involving information technology. To provide knowledge of integrated management systems available in the market, including Enterprise Resource Planning (ERP) systems, as well as the main types of application software and their applicability in business contexts. To identify the implications of connectivity in the business environment. To conceptualize the various elements involved in information systems. To distinguish between different types of information systems solutions and their respective applications.

### **Core Reading**

CRUZ, Tadeu José Costa Santos. **Sistemas de informações gerenciais**. São Paulo: Atlas, 2014.

LUCAS JR, Henry C. **Tecnologia da informação**. Rio de Janeiro: LTC, 2006.

REZENDE, Denis Alcides. **Tecnologia da informação aplicada a sistemas de informação empresariais**. São Paulo: Atlas, 2014.

### **Recommended Reading**

DAY, George S.; SCHOEMAKER, Paul J.H.; GUNTHER, Robert E. **Gestão de Tecnologias Emergentes**. Porto Alegre: Grupo A, 2003

FITZSIMMONS, James A. **Administração de serviços operações, estratégia e tecnologia da informação**. Porto Alegre: AMGH, 2014.

IMONIANA, Joshua Onome. **Auditoria de sistemas de informação**. São Paulo: Atlas, 2016.

SANTOS, Aldemar de Araújo. **Informática na empresa**. São Paulo: Atlas, 2015.

DISCIPLINE                      **Business Planning And Entrepreneurship**

CONTACT HOURS      40h

### **Description**

Concepts of entrepreneurship and business management. Entrepreneurial profile. Mechanisms and procedures for business creation. Management of negotiation processes. Competitive performance. Venture management. Business plan development, including market analysis, marketing plan, operational plan, and financial plan, as well as the Business Model Canvas.

### **Objectives**

To foster the development of management skills and an entrepreneurial mindset in students, considering current global trends. To encourage reflection on business opportunities. To enable students to develop entrepreneurial skills. To guide students through the process of creating a new business and enterprise. To develop managerial capabilities in areas such as financial management, resource management, and people management. To encourage the generation of new ideas and the development of critical and analytical thinking. To establish a link between theory and practice in the generation of new ideas and the implementation of a new enterprise.

### **Core Reading**

LENZI, Fernando César. **A Nova Geração de Empreendedores**: guia para elaboração de um plano de negócios. São Paulo: Grupo GEN, 2009.

MARIANO, Sandra Regina Holanda; MAYER, Verônica Feder. **Empreendedorismo** - Fundamentos e Técnicas para Criatividade. Rio de Janeiro: Grupo GEN, 2010.

ROGERS, Steven. **Finanças e Estratégias de Negócios para Empreendedores**. Porto Alegre: Grupo A, 2011.

### **Recommended Reading**

BAYE, Michael R. **Economia de Empresas e Estratégias de Negócios**. Porto Alegre: Grupo A, 2010.

SILVA, Adelphino Teixeira da. **Organização e técnica comercial**. São Paulo: Grupo GEN, 2000.

SABBAG, Paulo Yazigi. **Gerenciamento de projetos e empreendedorismo**. SABBAG, Paulo Yazigi. São Paulo: Editora Saraiva, 2017.

FERREIRA, Gonzaga. **Negociação: como usar a inteligência e a racionalidade**. São Paulo: Grupo GEN, 2012.

### **Professional Writing**

#### **Description**

Communication and information. Communication within organizations. Structure of language. Overview of written language and common linguistic mistakes. Quality of written and spoken language in professional settings. Basic rules for producing accurate written texts. Organizational communication. Dissemination of organizational policies. Forms of communication. Communication barriers. Perception and communication.

#### **Objectives**

To recognize and identify reading processes, enabling students to develop effective communication skills in both oral and written contexts.

### **Core Reading**

ANDRADE, Maria M. **Guia prático de redação:** exemplos e exercícios. São Paulo: Grupo GEN, 2011.

GOLD, Miriam. **Redação Empresarial.** Saraiva, São Paulo, 2017.

MARTINO, Agnaldo. **Português:** gramática, interpretação de texto, redação oficial, redação discursiva. 8 ed. São Paulo: Saraiva, 2019.

### **Recommended Reading**

AIUB, Tânia. **Português – Prática de Leitura e Escrita.** São Paulo: Editora Penso, 2015.

ALVEZ, Adriano. **Língua Portuguesa – Compreensão e Interpretação do Textos.** São Paulo: Editora Método, 2014.

MEDEIROS, João Bosco. **Redação científica** guia prático para trabalhos científicos. 13 ed. São Paulo: Atlas, 2019.

MEDEIROS, João B; TOMASI, Carolina. **Redação Técnica: elaboração de relatórios técnico-científicos e técnicas de normalização textual:** teses, dissertações, monografias, relatórios técnico-científicos e TCC. São Paulo: Grupo GEN, 2010.

TERCIOTTI, Sandra H. **Redação na prática:** Um guia que faz a diferença na hora de escrever bem. São Paulo: Saraiva, 2008.