

Please note: this information may be subject to slight changes.

## MASTER OF SCIENCE IN MANAGEMENT (2018/2019)

### SPECIALIZATION IN STRATEGY AND ENTREPRENEURSHIP (90 ECTS)

CORE COURSES GENERAL BUSINESS FOUNDATIONS	ECTS	TERMS (Terms may change. Updated information available online)	
BUSINESS ETHICS AND SOCIAL RESPONSIBILITY	3.5	3 <sup>rd</sup> Trimester*	MANDATORY
FINANCIAL DECISION MAKING IN A BUSINESS CONTEXT	3.5	2 <sup>nd</sup> or 3 <sup>rd</sup> Trimester *	
ECONOMICS OF BUSINESS AND MARKETS <sup>1)</sup>	3.5	1 <sup>st</sup> Trimester *	
MANAGEMENT ACCOUNTING <sup>2)</sup>	3.5	2 <sup>nd</sup> Trimester	
MANAGING PEOPLE <sup>2)</sup> <u>OR</u> MANAGING ORGANIZATIONS <sup>2)</sup>	3.5	4 <sup>th</sup> Trimester 4 <sup>th</sup> Trimester	
OPERATIONS MANAGEMENT <sup>2)</sup>	3.5	4 <sup>th</sup> Trimester	
STRATEGIC MANAGEMENT <sup>2)</sup>	3.5	1 <sup>st</sup> Trimester	
MARKETING PLANNING <sup>2)</sup> <u>OR</u> MARKETING MANAGEMENT <sup>3)</sup>	7 3.5	1 <sup>st</sup> Semester 2 <sup>nd</sup> Trimester	

1) Course **waived** if undergraduate degree in Economics.

2) Course **waived** if undergraduate degree in Business Administration/Management.

3) If your background is in Economics take *Mkt Planning*, if it is in Bus.Admin./Management, take *Mkt Management*.

**NOTE:** If you're not taking a mandatory course because it has been waived for you, you need to take an additional Specialization or Free Elective course in order to fulfill the total number of 60 ECTS coursework required.

STRATEGY AND ENTREPRENEURSHIP SPEC. COURSES (REQUIRED SPEC. COURSEWORK MIN. 31.5 ECTS)	ECTS	TERMS (Terms may change. Updated information available online)	
ADVANCED STRATEGIC MANAGEMENT	3.5	2 <sup>nd</sup> Trimester	MANDAT.
BUSINESS RESEARCH METHODS	7	1 <sup>st</sup> or 2 <sup>nd</sup> Semester*	
LEAN ENTREPRENEURSHIP PROJECT ** <u>OR</u> STRATEGIC MANAGEMENT CONSULTING PROJECT **	7	2 <sup>nd</sup> Semester 2 <sup>nd</sup> Semester	
BUSINESS ANALYTICS	3.5	Check trimesters in list of <a href="#">Courses Offered</a> available online	SPECIALIZATION ELECTIVES (ADD TO MANDATORY COURSES TO REACH 31.5 ECTS)
BUSINESS MODEL INNOVATION	3.5		
CORPORATE GOVERNANCE & CONTROL: INT. PERSPECTIVE	3.5		
DIGITAL TRANSFORMATION (NEW)	3.5		
ECONOMICS AND MANAGEMENT OF DIGITIZATION (NEW)	3.5		
ENTREPRENEURIAL FINANCE	3.5		
IMPACT INVESTING	3.5		
INNOVATION MANAGEMENT	3.5		
INTERNATIONAL INDUSTRY ANALYSIS	3.5		
INTRAPRENEURSHIP (NEW)	3.5		
LEAN ENTREPRENEURSHIP **	3.5		
LUXURY AND DESIGN-BASED STRATEGIES	3.5		
MANAGING IN AN INTERNATIONAL CONTEXT	3.5		

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MANAGING SOCIAL INNOVATION	3.5		
NEW PRODUCTS AND SERVICES <b>(NEW)</b> **	3.5		
PERFORMANCE ORIENTED STRATEGIES <b>(NEW)</b>	3.5		
SOCIAL ENTREPRENEURSHIP: BUILDING IMPACT VENTURES	7		
STRATEGIC CHANGE AND DYNAMIC CAPABILITIES **	3.5		
STRATEGIC MANAGEMENT CONSULTING **	3.5		
TECHNOLOGY STRATEGIES	3.5		

\* Although some mandatory courses appear several times during the academic year, the students of this program are assigned to (and pre-enrolled for) a specific trimester/ semester. This is necessary for planning and scheduling of specialization electives. Changes for pre-enrolled courses are not permitted.

\*\* Verify compatibility of this course with others in table below.

FREE ELECTIVE COURSES/ TECHNICAL MODULES	
<p>Check <b><u>online the full list of courses and technical modules offered</u></b> per term.</p> <p>More information about elective courses available for your program will be sent closer to the enrollment date.</p> <p>The number of available slots in each course/ technical module is limited.</p>	ELECTIVE

WORKSHOPS & RESEARCH			
<b>LEADERSHIP LAB WORKSHOPS</b> Recommended: up to 1 ECTS per trimester (Additional information about <a href="#">Leadership Lab</a> workshops available online.)	Total required: 4 ECTS	Selection of workshops offered every term	MANDATORY
<b>4 LERNE SESSIONS</b> ( <a href="#">see link</a> )	0 ECTS		

THESIS REQUIREMENTS (MANDATORY – 30 ECTS)		
RESEARCH METHODOLOGIES WORKSHOP ( <a href="#">see link</a> ) (Should enroll in a workshop before or at the beginning of the thesis semester)	0 ECTS	MANDATORY
<b>DISSERTATION</b> ( <a href="#">SEE LINK</a> )	30 ECTS	

# MASTER OF SCIENCE IN MANAGEMENT WITH SPECIALIZATION IN STRATEGY AND ENTREPRENEURSHIP (2018/2019)

## STUDY PLAN DEFINITIONS AND GUIDELINES

The requirements for completing your MSc are provided below. These include completing a minimum number of credits (ECTS) in coursework, overall and in specific components of the program, and defending a dissertation. Student Affairs is available to answer questions regarding the requirements of your study plan, but please keep in mind that it is YOUR responsibility to:

- a) ensure that you understand all of the specific requirements to complete your MSc program;
- b) carefully plan your coursework in advance, taking into consideration the **requirements of your program and when different courses are offered**, ensuring that you would be able to defend your dissertation and graduate from the program within the expected deadline.

### PROGRAM REQUIREMENTS

#### Duration

1. The MSc in Management with Specialization is organized in **two semesters / four trimesters of coursework and one dissertation semester**. In order to acquire a valuable international experience, you may choose to have an additional **third coursework semester abroad** in one of CATÓLICA-LISBON's partner schools (additional fees apply). However, an exchange semester is not a mandatory requirement to complete the program.

#### Minimum number of ECTS

2. To complete the MSc in Management with Specialization you are required to take a **minimum total number of 90 ECTS**. The dissertation is worth **30 ECTS**. The remaining 60 ECTS should be fulfilled according to the specific **coursework requirements** described below.

#### Coursework requirements

3. Coursework requirements include a minimum number of credits in the following components: **General Business Foundations (core courses), Specialization courses (mandatory and elective), Electives, and Workshops & Research**. A set of (mandatory or elective) Technical Modules may also be included in your coursework. Please refer to the tables above for the specific **courses/workshops/modules** and minimum number of ECTS in each of these components for your program.
4. Core courses in the General Business Foundations component can be waived depending on your undergraduate degree and/or specific courses completed. Waived courses are not worth any ECTS and thus you need to take an additional Specialization and/or Free Elective course to fulfill the minimum total number of ECTS requirement. You may always choose to take a waived core course, and will then receive the corresponding ECTS. Please refer to the table below for the specific waiving rules for your program.
5. Within the Free Elective courses, students can take language courses (no more than one language course per semester). If students take more than one language course during the master program, only 4.5 ECTS will count for fulfilling the minimum total number of ECTS requirement. However, all courses will be considered in the computation of your Grade Point Average (GPA) and the total of used ECTS, for treasury purposes.

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6. Participation in research activities (**LERNE**), even without granting any ECTS, are a requirement of the program. (see tables above).

### Exchange semester

7. You may choose to take an additional third coursework semester abroad only if you have completed a minimum of 42 ECTS at CATÓLICA-LISBON during the first year of your MSc.  
(Please note that in order to be eligible for Dean's Honors List, you need to complete 56 ECTS in your first year in the program. For more information please refer to section 'Celebrating Excellence' on the website.
8. As a general principle, the mandatory courses (core or specialization) should be taken at CATÓLICA-LISBON. Subject to previous approval by the MSc Academic Direction, you may be allowed to take a maximum of two trimester-long mandatory courses or one semester-long mandatory course (i.e., a maximum of 7 ECTS of mandatory courses) in the partner school.
9. The mandatory course *Business Ethics and Social Responsibility* must always be taken at CATÓLICA-LISBON.
10. During your exchange semester you need to complete a minimum of 18 ECTS in the partner school. If this minimum of ECTS is not fulfilled, a note will be added to your the final transcript stating that you did not comply with this requirement. In any case, the ECTS completed abroad will be listed in your final transcript and will count for your program minimum total ECTS requirement.

### Dissertation requirement

11. You are expected to write your dissertation at CATÓLICA-LISBON during the last semester of your program.
12. During the dissertation semester you are allowed to enroll for a maximum of two courses per trimester (workshops and technical modules not included).
13. The completed dissertation can only be brought to a defense if all of the coursework requirements of the program have been fulfilled and the treasury situation has been settled.
14. There are several defense periods throughout the academic year, preceded by specific deadlines for completion of program requirements and submission of the dissertation manuscript. More information on the dissertation procedures and timelines can be found at CATÓLICA-LISBON's website.

### PLANNING YOUR COURSEWORK

15. General Business Foundations, Specialization, and Free Electives components comprise semester-long and trimester-long courses; Workshops & Research and Technical Modules include only a number of sessions.
16. **You are advised to plan for a workload corresponding to four courses per trimester.** Note that a semester-long course occupies a slot in both trimesters. Workshop & Research activities and Technical Modules should be taken in addition to the four courses per trimester.
17. Check the **courses schedule** before selecting specialization and/or elective courses. Do not register for courses whose schedule does not allow you to attend all classes. As a general rule, attendance is mandatory in all MSc courses. Check syllabi for course-specific rules and expectations regarding attendance and participation.
18. **Check the exam calendar available online.** There may be two or more exams scheduled for the same day. Plan accordingly.
19. Some courses have prerequisites. Make sure you check the prerequisites table below when selecting your courses.
20. Some courses combinations are not possible in your study plan. Consult the table below for course compability before selecting your courses for registration.
21. Different courses are not offered in all trimesters/semesters. Take that into consideration and check the **list of courses offered per term**, especially those that are mandatory for your program.

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- 22. Note that there is a limited number of slots available in each section / course and the enrollment is on a “first come, first served” policy.
- 23. A course/workshop/module may be cancelled if less than 13 students enrolled for it.

### Leadership Lab Workshops

- 24 To complete your program you must complete 4 ECTS in **Leadership Labs workshops**. We recommend you to take up to 1 ECTS in Leadership Lab workshops per trimester (maximum, two ECTS per trimester).
- 25 You may enroll for more than 4 ECTS in Leadership Lab workshops if you wish. The additional Workshops will be listed in your final transcript but will not count for fulfilling the minimum total number of ECTS requirement of coursework.
- 26 Note that you must **fully attend the all the workshop sessions**. If you miss a session or arrive more than 10 minutes late, the workshops will not be validated. If you attend a workshop for which you are not enrolled it will also not be validated.
- 27 Always confirm in advance your enrollments in your personal area (E-SCA) and the calendar available online and outside the Student Affairs Office (2<sup>nd</sup> floor) to ensure that you attend the correct section(s) of the workshop.
- 28 For more information check the [CATÓLICA-LISBON's website](#), where you can find the calendar and the Leadership Lab handbook.

### MSc PROGRAM CHANGE PROCEDURE

- 29 Change from one CATÓLICA-LISBON MSc program to another can only be analyzed and authorized by the Academic Director of the MSc program you wish to join. In order to initiate the request, you need to file a formal request via school's web services within your personal area (e-SCA).
- 30 The sooner the program change request is submitted the less implications the change, if approved, would have on the total duration of the program. Ideally it should be submitted within the first semester of your Master.
- 31 A program change within the same main scientific area (Management, Finance or Economics), if approved would be processed by the Master Affairs immediately. You will keep the same student number. A program change to a different scientific area (e.g. from Economics to Management), if approved, would become effective **at the end of the trimester** and result in a change of your student number. In case you submit the program change request within the first week of classes of any trimester, it may be possible to process the change to a program to a different scientific area and get a new student number during that trimester.
- 32 Please note that date of program change and the date of effective change in tuition fees, may not be the same. For more information about tuition fee revision, please refer to the *MSc Enrollment and Tuition Fees List*.

### TUITION FEES

- 33 The tuition fees associated with your program cover a total of 67 ECTS, which include the 60 ECTS of required coursework and accommodate variation in specific core course requirements due to your undergraduate background.
- 34 If during the program your coursework taken at CATÓLICA-LISBON\*\*\* (including all passed and failed courses and workshops) exceeds the 67 ECTS allowance, the ECTS in excess will incur additional costs. These costs will need to be settled prior to your thesis defense and will be determined according to the following formula:

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**Extra cost = (number of ECTS in excess) × [ECTS monthly value for settlement purposes] × 5 months**  
(= 1 semester)

**Example:**

If a student of the International MSc in Management (intake 2018) uses 69 ECTS in course work at CLSBE until the thesis defense (considering passed and failed courses), this student will have a final settlement of ...

$$2 \text{ ECTS} \times 20\text{€} \times 5 = 200\text{€}$$

\*\*\* the settlement does not include ECTS taken at a partner university, during the Exchange semester.

- 35 If you change your MSc program, the monthly charges will be updated to reflect the tuition fess of the program to which you are changing.
- 36 For more information about your master program and CLSBE's rules and regulations, please check the [information available online](#).

## WAIVING RULES

MSC CORE COURSES WHICH CAN BE WAIVED	COURSE OR DEGREE REQUIRED
Economics of Business and Markets	Undergraduate Degree in Economics
Management Accounting	Undergraduate Degree in Management/Business Administration
Managing People/ Managing Organizations	
Operations Management	
Strategic Management	
Marketing Planning	
Marketing Management	Marketing Planning (MSc Course - CLSBE)

## COURSE PREREQUISITES and RECOMMENDED BACKGROUND

See the syllabi (available [online](#)) the prerequisites for all the courses offered in 2018/2019.

## COURSE COMPATIBILITY

IF YOU REGISTER FOR:	YOU <u>MUST NOT</u> REGISTER FOR:
Advanced Corporate Finance	Financial Decision Making in a Business Context
Advanced VBA	Data Science for Finance
Católica-Lisbon's graduates who had taken the undergraduate course Estratégia lectured by Professor Ilídio Barreto	MSc course Strategic Change & Dynamic Capabilities (lectured by the same instructor in the Master Programs)
Católica-Lisbon's graduates who had taken the undergraduate course Macroeconomia II at CLSBE	Open Economy Macroeconomics (course offer to be confirmed)
Data Science for Finance	VBA and Advanced VBA
Financial Decision Making in a Business Context	Advanced Corporate Finance
Lean Entrepreneurship Project	Lean Entrepreneurship New Products and Services Strategic Management Consulting Project
Lean Entrepreneurship	Lean Entrepreneurship Project
New Products and Services	Lean Entrepreneurship Project
Strategic Management Consulting Project	Strategic Management Consulting Lean Entrepreneurship Project
Strategic Management Consulting	Strategic Management Consulting Project