

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

# INTERNATIONAL MSC IN MANAGEMENT (2018/2019)

## MAJOR IN CORPORATE FINANCE (MINIMUM: 90 ECTS)

CORE COURSES GENERAL BUSINESS FOUNDATIONS	ECTS	TERM (Terms may change. Updated information available online)	MANDATORY
BUSINESS ETHICS AND SOCIAL RESPONSIBILITY	3.5	2 <sup>nd</sup> or 3 <sup>rd</sup> Trimester *	
MARKETING MANAGEMENT	3.5	2 <sup>nd</sup> Trimester	
ECONOMICS OF BUSINESS AND MARKETS <sup>1)</sup>	3.5	4 <sup>th</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 3 <sup>rd</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	

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

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

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

CORPORATE FINANCE MAJOR COURSES (REQUIRED MAJOR COURSEWORK MIN. 24.5 ECTS)	ECTS	TERM (Terms may change. Updated information available online)	MANDATORY
ADVANCED CORPORATE FINANCE	7	1 <sup>st</sup> Semester	
DATA SCIENCE FOR FINANCE	3.5	1 <sup>st</sup> Trimester	
FINANCIAL DERIVATIVES	3.5	1 <sup>st</sup> Trimester	
FIRM VALUATION	3.5	2 <sup>nd</sup> Trimester	
METHODS IN FINANCE	7	2 <sup>nd</sup> Semester	
ADVANCED FINANCIAL DERIVATIVES <b>(NEW)</b>	3.5	Check trimesters in list of <a href="#">Courses Offered available online</a>	MAJOR ELECTIVES
ADVANCED FIXED INCOME <b>(NEW)</b>	3.5		
BANKING AND FINANCE <b>(NEW)</b>	3.5		
CORPORATE GOVERNANCE & CONTROL: AN INT. PERSPECTIVE	3.5		
EQUITY REPORTS <b>(NEW)</b>	3.5		
FINANCIAL INNOVATION AND HEDGE FUNDS	3.5		
FINANCIAL INVESTMENTS	7		
FINANCIAL MODELING	3.5		
FINTECH <b>(NEW)</b>	3.5		
INTERNATIONAL FINANCIAL REPORTING STANDARDS	3.5		
INTERNATIONAL MARKET SEGMENTATION <b>(NEW)</b>	3.5		
INTERNATIONAL NEGOTIATION	3.5		
INVESTING IN GLOBAL FINANCIAL MARKETS <b>(NEW)</b>	3.5		
INVESTING IN SHORT-TERM FIXED INCOME MARKETS <b>(NEW)</b>	3.5		

Last Update: 08/01/2019

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

MERGERS AND ACQUISITIONS (NEW)	3.5		
PERFORMANCE ORIENTED STRATEGIES (NEW)	3.5		
PRIVATE EQUITY	3.5		
RISK MANAGEMENT	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 Major Electives. Changes for pre-enrolled courses are not permitted.

INTERNATIONAL CORE COURSES	ECTS	TERM (Terms may change. Updated information available online)	
CROSS CULTURAL MANAGEMENT	3.5	1 <sup>st</sup> Trimester*	MANDATORY
MANAGING IN AN INTERNATIONAL CONTEXT	3.5	3 <sup>rd</sup> Trimester	
THIRD LANGUAGE REQUIREMENT <sup>3)</sup>	4 - 8	1 <sup>st</sup> or 2 <sup>nd</sup> Semester	

3) See how you can fulfill this requirement in the topic "Third Language Requirement" on the last page of the Study Plan Guidelines.

\* 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 Major Electives. Changes for pre-enrolled courses are not permitted.

INTERNATIONAL REQUIREMENT	MANDAT.
EXCHANGE (18-36 ECTS ABROAD) OR DOUBLE DEGREE OR INTERNSHIP ABROAD	

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

WORKSHOPS & RESEARCH			
LEADERSHIP LAB WORKSHOPS 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
4 LERNE SESSIONS ( <a href="#">see link</a> )	0 ECTS		

THESIS REQUIREMENTS (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
DISSERTATION ( <a href="#">SEE LINK</a> )	30 ECTS	

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

## INTERNATIONAL MSC IN MANAGEMENT (2018/2019)

### MAJOR IN ENTREPRENEURSHIP & INNOVATION (MINIMUM: 90 ECTS)

CORE COURSES GENERAL BUSINESS FOUNDATIONS	ECTS	TERM (Terms may change. Updated information available online)	
BUSINESS ETHICS AND SOCIAL RESPONSIBILITY	3.5	2 <sup>nd</sup> Trimester*	<b>MANDATORY</b>
FINANCIAL DECISION MAKING IN A BUSINESS CONTEXT	3.5	3 <sup>rd</sup> Trimester	
ECONOMICS OF BUSINESS AND MARKETS <sup>1)</sup>	3.5	4 <sup>th</sup> Trimester *	
MANAGEMENT ACCOUNTING <sup>2)</sup>	3.5	2 <sup>nd</sup> Trimester	
MANAGING PEOPLE <sup>2)</sup> OR MANAGING ORGANIZATIONS <sup>2)</sup>	3.5	4 <sup>th</sup> Trimester 3 <sup>rd</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 OR 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 *Marketing Planning*. If it is B.A./Management, take *Marketing Management*.

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

ENTREPRENEURSHIP & INNOVATION MAJOR COURSES (REQUIRED MAJOR COURSES MIN. 24 ECTS)	ECTS	TERM (Terms may change. Updated information available online)	
BUSINESS RESEARCH METHODS	7	1 <sup>st</sup> or 2 <sup>nd</sup> Semester*	<b>MANDATORY</b>
INNOVATION MANAGEMENT	3.5	1st Trimester	
LEAN ENTREPRENEURSHIP OR ** LEAN ENTREPRENEURSHIP PROJECT **	3.5 7	3 <sup>rd</sup> Trimester 2 <sup>nd</sup> Semester	
TECHNOLOGY STRATEGY	3.5	4 <sup>th</sup> Trimester	
BUSINESS MODEL INNOVATION	3.5	Check trimesters in list of <a href="#">Courses Offered available online</a>	<b>MAJOR ELECTIVES</b> (ADD TO MANDATORY COURSES TO REACH 24 ECTS)
DIGITAL PRODUCT MANAGEMENT (NEW)	3.5		
DIGITAL TRANSFORMATION	3.5		
ECONOMICS AND MANAGEMENT OF DIGITIZATION (NEW)	3.5		
ENTREPRENEURIAL FINANCE	3.5		
IMPACT INVESTING	3.5		
INTERNATIONAL BUSINESS CHALLENGES	3.5		
INTERNATIONAL MARKET SEGMENTATION (NEW)	3.5		
INTERNATIONAL NEGOTIATION	3.5		
INTRAPRENEURSHIP (NEW)	3.5		
MANAGEMENT INFORMATION SYSTEMS	3.5		
MANAGING SOCIAL INNOVATION	3.5		
NEW PRODUCTS AND SERVICES **	3.5		

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

PROJECT MANAGEMENT	3.5		
SOCIAL ENTREPRENEURSHIP: BUILDING IMPACT VENTURES	7		
SUPPLY CHAIN MANAGEMENT	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 Major Electives. Changes for pre-enrolled courses are not permitted.

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

INTERNATIONAL CORE COURSES	ECTS	TERM (Terms may change. Updated information available online)	
CROSS CULTURAL MANAGEMENT	3.5	1 <sup>st</sup> Trimester*	MANDATORY
MANAGING IN AN INTERNATIONAL CONTEXT	3.5	3 <sup>rd</sup> Trimester	
THIRD LANGUAGE REQUIREMENT <sup>4)</sup>	4 - 8	1 <sup>st</sup> or 2 <sup>nd</sup> Semester	

4) See how you can fulfill this requirement in the topic "Third Language Requirement" on the last page of the Study Plan Guidelines.

\* 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 Major Electives. Changes for pre-enrolled courses are not permitted.

INTERNATIONAL REQUIREMENT	MANDATORY
EXCHANGE (18-36 ECTS ABROAD) OR DOUBLE DEGREE OR INTERNSHIP ABROAD	

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

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

THESIS REQUIREMENTS (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	
DISSERTATION ( <a href="#">SEE LINK</a> )	30 ECTS		

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

# INTERNATIONAL MSC IN MANAGEMENT (2018/2019)

## MAJOR IN MARKETING (MINIMUM: 90 ECTS)

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

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

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

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

MARKETING (REQUIRED MAJOR COURSES MIN. 24 ECTS)	ECTS	TERM (Terms may change. Updated information available online)	
BRAND MANAGEMENT	3.5	3 <sup>rd</sup> Trimester*	<b>MANDATORY</b>
CONSUMER BEHAVIOR	3.5	1 <sup>st</sup> Trimester*	
MARKETING RESEARCH	7	1 <sup>st</sup> Semester	
STRATEGIC MARKETING	3.5	2 <sup>nd</sup> Trimester	
BUSINESS TO BUSINESS MARKETING STRATEGY	3.5	Check trimesters in list of <a href="#">Courses Offered available online</a>	<b>MAJOR ELECTIVES</b> (ADD TO MANDATORY COURSES TO REACH 24 ECTS)
DIGITAL MARKETING	3.5		
DIGITAL PRODUCT MANAGEMENT (NEW)	3.5		
E-CONTENT	3.5		
INTERNATIONAL MARKETING	3.5		
INTERNATIONAL MARKET SEGMENTATION	3.5		
INTRAPRENEURSHIP (NEW)	3.5		
INTERNATIONAL NEGOTIATION	3.5		
MARKETING ANALYTICS	3.5		
MARKETING COMMUNICATION	3.5		
NEW PRODUCTS AND SERVICES**	3.5		
RETAILING	3.5		
SERVICES MARKETING	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 Major Electives. Changes for pre-enrolled courses are not permitted.

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

Last Update: 08/01/2019

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

INTERNATIONAL CORE COURSES	ECTS	TERM (Terms may change. Updated information available online)	
CROSS CULTURAL MANAGEMENT	3.5	1 <sup>st</sup> Trimester*	MANDATORY
MANAGING IN AN INTERNATIONAL CONTEXT	3.5	3 <sup>rd</sup> Trimester	
THIRD LANGUAGE REQUIREMENT <sup>3)</sup>	4 - 8	1 <sup>st</sup> or 2 <sup>nd</sup> Semester	

3) See how you can fulfill this requirement in the topic "Third Language Requirement" on the last page of the Study Plan Guidelines.

\* 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 Major Electives. Changes for pre-enrolled courses are not permitted.

INTERNATIONAL REQUIREMENT	MANDATORY
EXCHANGE (18-36 ECTS ABROAD) OR DOUBLE DEGREE OR INTERNSHIP ABROAD	

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

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

THESIS REQUIREMENTS (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
DISSERTATION ( <a href="#">SEE LINK</a> )	30 ECTS	

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

## INTERNATIONAL MSC IN MANAGEMENT (2018/2019)

### MAJOR IN STRATEGY & CONSULTING (MINIMUM: 90 ECTS)

CORE COURSES GENERAL BUSINESS FOUNDATIONS	ECTS	TERMS	MANDATORY
BUSINESS ETHICS AND SOCIAL RESPONSIBILITY	3.5	2 <sup>nd</sup> Trimester*	
FINANCIAL DECISION MAKING IN A BUSINESS CONTEXT	3.5	3 <sup>rd</sup> Trimester *	
ECONOMICS OF BUSINESS AND MARKETS <sup>1)</sup>	3.5	4 <sup>th</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 3 <sup>rd</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 <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 *Marketing Planning*. If it is B.A./Management, take *Marketing Management*.

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

STRATEGY AND CONSULTING MAJOR COURSES (REQUIRED MAJOR COURSES MIN. 24 ECTS)	ECTS	TERMS	MANDATORY
ADVANCED STRATEGIC MANAGEMENT	3.5	2 <sup>nd</sup> Trimester	
BUSINESS RESEARCH METHODS	7	1 <sup>st</sup> or 2 <sup>nd</sup> Semesters *	
STRATEGIC MANAGEMENT CONSULTING ** <u>OR</u> STRATEGIC MANAGEMENT CONSULTING PROJECT **	3.5 7	4 <sup>th</sup> Trimester 2 <sup>nd</sup> Semester	
BUSINESS ANALYTICS	3.5	Check trimesters in list of <a href="#">Courses Offered</a> <a href="#">available online</a>	MAJOR ELECTIVES (ADD TO MANDATORY COURSES TO REACH 24 ECTS)
BUSINESS MODEL INNOVATION	3.5		
CORPORATE GOVERNANCE & CONTROL: AN INT. PERSPECTIVE	3.5		
DIGITAL TRANSFORMATION (NEW)	3.5		
ECONOMICS AND MANAGEMENT OF DIGITIZATION (NEW)	3.5		
INTERNATIONAL BUSINESS CHALLENGES	3.5		
INTERNATIONAL INDUSTRY ANALYSIS	3.5		
INTERNATIONAL MARKET SEGMENTATION (NEW)	3.5		
INTERNATIONAL NEGOTIATION	3.5		
INTRAPRENEURSHIP (NEW)	3.5		
LEAN ENTREPRENEURSHIP **	3.5		
LEAN ENTREPRENEURSHIP PROJECT** (NEW)	7		
MANAGEMENT INFORMATION SYSTEMS	3.5		

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

NEW PRODUCTS AND SERVICES **	3.5		
PERFORMANCE ORIENTED STRATEGIES (NEW)	3.5		
STRATEGIC CHANGE AND DYNAMIC CAPABILITIES **	3.5		
SOCIAL ENTREPRENEURSHIP: BUILDING IMPACT VENTURES	7		
MANAGING SOCIAL INNOVATION	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 Major Electives. Changes for pre-enrolled courses are not permitted.

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

INTERNATIONAL CORE COURSES	ECTS	TERM	
CROSS CULTURAL MANAGEMENT	3.5	1 <sup>st</sup> Trimester *	MANDAT.
MANAGING IN AN INTERNATIONAL CONTEXT	3.5	3 <sup>rd</sup> Trimester	
THIRD LANGUAGE REQUIREMENT <sup>4)</sup>	4 – 8	1 <sup>st</sup> or 2 <sup>nd</sup> Semester	

4) See how you can fulfill this requirement in the topic “Third Language Requirement” on the last page of the Study Plan Guidelines.

\* 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 Major Electives. Changes for pre-enrolled courses are not permitted.

INTERNATIONAL REQUIREMENT	MANDAT.
EXCHANGE (18-36 ECTS ABROAD) OR DOUBLE DEGREE OR INTERNSHIP ABROAD	

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

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

THESIS REQUIREMENTS (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	
DISSERTATION ( <a href="#">SEE LINK</a> )	30 ECTS		

Last Update: 08/01/2019

# INTERNATIONAL MASTER OF SCIENCE IN MANAGEMENT

## 2018/2019

### STUDY PLAN 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 **International MSc in Management** is organized in **two semesters / four trimesters of coursework** and one dissertation semester. This program includes an international requirement, that can be fulfilled with an additional internship/ exchange semester (more information about International Requirement provided below).

#### Minimum number of ECTS

2. To complete the International MSc in Management 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)**, **Major courses**, **International core courses**, **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 additional Major and/or Free Elective courses 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. Participation in research activities (LERNE), even without granting any ECTS, are a requirement of the program (see tables above).

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

### International Requirement

6. The program's international requirement may be fulfilled in two different ways. Regardless of the chosen alternative, **it is the student's responsibility to take the initiative and liaise with the respective offices to ensure the viability of their choice:**
  - a) **International internship:** non-credit granting company internship with a **minimum duration of 6 weeks**, in a country other than Portugal and the student's home country (if not the same). Prior professional experience obtained internationally can be used to satisfy this requirement (subject to validation by the Careers & Talent Office), if completed after June 1<sup>st</sup> of the year prior to beginning of the MSc program. The Careers & Talent Office also provides assistance to students in their search of professional opportunities through information and support.
  - b) **Academic experience abroad:** double degree or exchange semester.  
**This is the default option to fulfil International requirement.** CATÓLICA-LISBON has a sufficient number of international agreements to afford each Master student the opportunity to have an international experience through an exchange semester. However, preferred destination(s) cannot be guaranteed, as they are assigned based on academic performance in the program and the order of received applications. The office of International Relations office provides information regarding the academic experience option.

### Exchange semester:

- a) In order to be eligible to participate in an exchange semester abroad you must complete a minimum of 42 ECTS at CATÓLICA-LISBON during the first year of your Masters. (Note: eligibility for Dean's Honors List requires a minimum of 56 ECTS in the first year. For more information please refer to section 'Celebrating Excellence' on the website.)
- b) As a general principle, the mandatory courses (core or major) 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 coursework) in the partner school.
- c) The mandatory course Business Ethics and Social Responsibility **must always** be taken at CATÓLICA-LISBON.
- d) The ECTS completed abroad will be listed in your final transcript and will count for your program. The courses in which no passing grade was obtained do not appear in the final transcript.
- e) During the exchange semester you need to complete a minimum of **18 ECTS** in the partner school. If this minimum of ECTS is not fulfilled the international requirement will not be fulfilled, and a note will be added to the final transcript stating that you did not comply with this requirement.

### Third Language requirement

7. To complete this master program, students must show evidence of proficiency in two foreign languages in addition to one native language. To allow students to comply with this requirement, CATÓLICA-LISBON offers several language courses during the program: Portuguese (levels A1 and A2), Spanish (levels A1 and A2), German (level A1.1 and A1.2) and Mandarin (Introduction).
8. Students shouldn't take more than two language courses or levels during the program. Furthermore, only 8 ECTS of language courses taken during the program count towards the 90 ECTS of coursework. All language courses taken will be included in the computation of the Grade Point Average (GPA) and the total of used ECTS, for treasury purposes.

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

9. Considering the annual course load, students should not attend more than one language course per semester.
10. The language proficiency obtained outside CATÓLICA-LISBON may count towards fulfillment of the third language requirement, provided that:
  - you can present **the original certificate for a Language Course** with a final passing grade of at least **40 hours** from a Language School (Alliance Française, Goethe Institut, Instituto Cervantes, etc.); (Note: English and native language excluded) **OR**
  - you can present a certificate stating that you have recently reached **A1 level (at least)** in a language other than English or your native language, according to the Common European Framework of Reference for Languages; **OR**
  - you can present proof that at least **2 years** of your secondary (high school) or higher education (undergraduate level) took place **in an institution with instruction language other than English or your native language**;

**NOTE:** high school-level language classes may not be validated towards language 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 in the CATÓLICA-LISBON's website.

### PLANNING YOUR COURSEWORK

15. General Business Foundations, Major courses, and free elective 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 Major 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 online and/or the prerequisites table below when selecting your courses.
20. Due to overlap in material, some course combinations are not possible in your study plan. Consult the table below for course compatibility before selecting your courses for registration.

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

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.
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" basis.
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 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 the 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 workshop 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).
29. 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 Masters.
30. 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.
31. Please note that the 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.

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

## TUITION FEES

32. 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.
33. 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:

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

**Example:**

If a student of the 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.

34. If you change your MSc program, the monthly charges will be updated to reflect the tuition fees of the MSc program to which you are changing.
35. 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(S) 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	
Marketing Planning	
Strategic Management	
Marketing Management	Marketing Planning (MSc course)

## COURSE PREREQUISITES and RECOMMENDED BACKGROUND

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

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

## 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 have taken the undergraduate course Estratégia lectured by Professor Ilídio Barreto	MSc course Strategic Change & Dynamic Capabilities (also lectured by Professor Ilídio Barreto)
Católica-Lisbon's graduates who have 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