

Student Handbook

Master's in Management & International Master's in Management degree programs

2021/2022





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Welcome to the Nova School of Business & Economics, in our campus in Carcavelos!

Nova School of Business and Economics is an open community of insight and enterprise, dedicated to the creation of inspiring talent and meaningful solutions to improve and transform the World.

Our programs will help you discover where you can excel and have a meaningful impact; obtain the know-how and the attitude that breeds achievement and, ultimately, foster your individual and collective potential. We believe that it is our duty to stay at the forefront of innovation, sustaining excellence and rigor while preparing the leaders of tomorrow.

Congratulations! Thanks to your effort and hard work, you have entered one of the best internationally ranked and also demanding schools, where you will have space, time and resources to support you to reach your goals.

Our mission is to be a community dedicated to the development of talent and knowledge that impacts the world.

Take advantage of all the services and events offered by the school. At Nova SBE you will benefit from rigorous teaching, focused on helping you to acquire scientific and technical knowledge, as well as developing your soft skills to ensure a complete education.

During the program, you will face many challenges. Don't forget that we are here to support you in many different ways.

You will also be surrounded by an international environment, so make the most of it and immerse yourself in the Nova way of life.

In this handbook, you will find academic information about your program, such as: calendars, procedures and rules & regulations. We have tried to make the information as clear as possible and request that whenever you have a question, start by consulting this manual.

As always, and more than ever, we are open to hear your insights and proposals to continue to improve Nova SBE.

Learn, grow and be happy here at Nova SBE!



**Professor
Daniel Traça,**
Dean



**Professor
Miguel Ferreira,**
President of the
Scientific Council



**Professora Ana
Balcão Reis,**
Bachelor's Director,
President of the
Pedagogical Council

I.

10 Things to Keep in Mind

1.

Read carefully this guide! It contains key information for a successful Master's. Ignorance of the rules and regulations enclosed cannot be used as an excuse for any action or conduct.

2.

Check your institutional e-mail and Student Hub regularly for announcements made by the Program Managers. Also keep your contact info, including mobile phone, up to date on Netpa, in case we need to contact you urgently.

3.

Be active in your job search! The Career Services will give you support and counseling but it is entirely your responsibility to find a job.

4.

Commit to community life by engaging in the social activities proposed and leading your own activities. The Master's programs at Nova SBE are a communal endeavor by the class. You will have much to learn from your peers and from your teachers.

5.

Uphold the highest standards of integrity and honesty. Respect your colleagues and teachers. Enforcement of the code of conduct is extremely strict at the Nova SBE Masters. Severe penalties will be applied to any misconduct towards the Honor Code and class decorum.

6.

Do not quit a course! If you quit a course in the middle of the term you will get a "fail" on the course roster and Transcript.

7.

Check regularly your academic records through the online platform in order to avoid attendance of additional semesters.

8.

Live up to your financial obligations! Any late payment will imply payment of interests and delay fees.

9.

Bring your Student Card with you to Campus every day! You will need it to access facilities.

10.

Help us help you! All the procedures of your Masters are handled by the Academic Services. You are entitled to a diligent and considerate service by the Academic Services. Please be courteous and respectful with the team: respect the Student Central hours and check for the information you need before contacting the Team.

Master's Structure

STANDARD STRUCTURE

ENTRY IN	AUG-DEC	JAN	JAN-MAY	MAY-JUN	SEP-DEC
Fall 2021	Academic Term 1	Professional Development Modules	Academic Term 2	Professional Development Modules	Work Project Term

ENTRY IN	JAN-MAY	MAY-JUN	SEP-DEC	JAN	FEB-MAY
Spring 2022	Academic Term 1	Professional Development Modules	Academic Term 2	Professional Development Modules	Work Project Term

THE STANDARD ECTS CURRICULUM SHOULD UNFOLD AS FOLLOWS:



Requirements to Graduate

IN ORDER TO GRADUATE, STUDENTS MUST SATISFY ALL OF THE REQUIREMENTS BELOW:

- Pass all required courses and Mastering Your Career Activities.
- Approve 2 ECTS in Modules – each module is worth 0.5 ECTS (attendance of 1 module in each Area).
- Attend the Excel Course and pass the Excel Certification Exam – Specialist level.

Important: Students who have taken the Microsoft Specialist Certification during their Bachelor's studies can choose to take the most advanced level instead - the Microsoft Excel Expert course - or take another module in Area B, C or D, in order to complete the remaining 0.5 ECTS.

- Complete a minimum of 56 ECTS (max 86 ECTS) in the academic courses, including all mandatory and elective courses. Only a maximum of 7 ECTS in courses outside of the student's Master's Program can be credited for the total amount of ECTS.
- Pass the Work Project - 30 ECTS.
- Complete a minimum of 90 ECTS (56 + 2 + 2 + 30).

II Management Degree programs

International Master's in Management (IMM)

Students admitted in the International Master's in Management during the application process already fulfil the necessary requirements for admission. In order to graduate, Students are required to submit further documents to stay in the International program. Otherwise, they will be transferred to the regular program.

Further information on the criteria to graduate in the International Master's can be found on Chapter X of the Student Handbook General Information.

Students admitted in the regular Master's in Management during the application process will need to apply for the change of degree into the International program.

Further information on the criteria to change from regular to International Master's can be found on Chapter X of the Student Handbook General Information.



How to calculate the Final Grade

The final classification of the Masters is calculated by the final classification of the Academic Curricular Average and the final classification of the Master's Work Project.

For the calculation, the Academic Curricular Average has **two unrounded decimal places**.

The final grade will be rounded to the nearest whole number, when the grade is equal or above XX.50 (e.g.: 14.50 will be rounded up to 15).

FORMULA FOR THE CALCULATION OF THE FINAL GRADE POINT AVERAGE:

GPA = Grade Point Average (final grade of the program)

WP = Work Project

CG = Course Grade

ACA = Academic Curricular Average

$$ACA = \sum_{\text{courses}} \frac{CG * \text{course ECTS}}{\text{Total number of courses ECTS}}$$

$$GPA = (ACA * .65) + (WP * .35)$$

Mastering Your Career and Development Modules do not count for final GPA

Tuition Fees

REGULAR MASTER'S STUDENT

- 11,900 € for the intake 2021/2022.

The fee is charged in 4 installments: 1,000€ + 2,967€ + 3,967€ + 3,966€

- An additional fee will be charged per additional semester. The tuition fee for the additional semester is published annually and students must refer to the academic services for this information.

- **Deadlines Fall Intake:**

1st installment – paid by the student during the application period

2nd installment – by July 7th, 2021

3rd installment – by February 15th, 2022

4th installment – by September 15th, 2022

- **Deadlines Spring Intake:**

1st installment – paid by the student during the application period

2nd installment – by December 15th, 2021

3rd installment – by September 15th, 2022

4th installment – by February 15th, 2023

If you are unable to make timely payment on your student account balance in full by the billing due date, the School provides an optional Payment Plan. The Payment Plan allows students to spread payment of anticipated tuition over an increased number of installments, for the full academic year or one semester only. Please, consult Moodle for additional information.

CEMS MIM STUDENT

Students enrolled in the CEMS MIM program will be subject to a different payment schedule in the MIM Year 2 (intake 2022/2023). Please contact the CEMS Office for more details.

DOUBLE DEGREE STUDENT

- 16,000€ for DD Programs with 4 semesters

- The fee is charged in six installments: 1,000€ + 1,500€ (acceptance fee) + 1,500€ + 4,000€ + 4,000€ + 4,000€

- **Deadlines:**

1st installment – paid by the student during the application period

2nd installment – Double Degree deposit (paid upon acceptance)

3rd installment – by July 7th, 2021

4th installment – by February 15th, 2022

5th installment – by September 15th, 2022

6th installment – by February 15th, 2023

- 13,000 € for the DD Program with Maastricht University (3 semesters)

- The fee is charged in X installments: 1,000€ + 1,500€ (acceptance fee) + 1,834€ + 4,333€ + 4,333€

- **Deadlines:**

1st installment – paid by the student during the application period

2nd installment – Double Degree deposit (paid upon acceptance)

3rd installment – by July 7th, 2021

4th installment – by February 15th, 2022

5th installment – by September 15th, 2022

Curriculum

The Mandatory Courses for the Master's in Management Programs are as follows, to be taken during Fall and Spring semesters according to each student's allocation by the Master's Academic Director. The Management degree program has two levels of mandatory courses in place, standard and advanced. Allocation to one of the two is made by the Management Academic Director who has studied each student's academic background based on the academic transcripts submitted. A student who has had Marketing courses in their Bachelor's program will be allocated to the advanced Marketing course, for example.

1. MARKETING MANAGEMENT (7ECTS) OR ADVANCED MARKETING (7ECTS)

a) Students with previous undergraduate background in Marketing should take Advanced Marketing

2. STATISTICS II (3.5ECTS) OR STATISTICS III (3.5ECTS):

a) Students with previous undergraduate background in Statistics should take Statistics III.

b) Statistics I (No credit) is a bridging course for students with no background in Statistics.

3. HUMAN RESOURCES MANAGEMENT (HRM) (3.5ECTS) OR ADVANCED TOPICS IN HUMAN RESOURCES MANAGEMENT (3.5ECTS):

a) Students with a previous undergraduate background in HRM should take Advanced Topics in Human Resources Management.

4. STRATEGY (7ECTS) OR ADVANCED STRATEGY (7ECTS)

a) Students with a previous undergraduate background in Strategy should take Advanced Strategy

5. FINANCIAL MANAGEMENT (7ECTS) OR ADVANCED FINANCIAL MANAGEMENT (7ECTS):

a) Students with a previous undergraduate background in Finance should take Advanced Financial Management.

b) Students interested in taking the Accounting and Auditing or Financial Management areas of expertise must have the mandatory Finance course in the first semester.

6. MASTERING YOUR CAREER (2ECTS)

a) Students, will be automatically enrolled for the course in the first semester, Fall 2021/2022. Students entering the program in the Spring will be automatically enrolled for the course in the Spring 2021/2022.

Electives Master’s in Management

PERIOD	CODE	COURSE	SECTION	ECTS	FACULTY
S2	2634	Advanced Branding and Brand Development	TA	7	Sofia Kousi
T1	2621	Algorithmic governance	TA	3.5	Leid Zejnilovic
T2	2621	Algorithmic governance	TA	3.5	Leid Zejnilovic
S2	2232	Applied Corporate Finance	TD	7	Paulo Pinho
S2	2232	Applied Corporate Finance	TA	7	Rui Silva
S2	2232	Applied Corporate Finance	TB	7	Rui Silva
S2	2232	Applied Corporate Finance	TC	7	Rui Silva
S1	2421	Applied Entrepreneurship	TA	7	Miguel Muñoz Duarte
S2	2421	Applied Entrepreneurship	TA	7	Miguel Muñoz Duarte
S1	2483	Applied Social Entrepreneurship	TA	7	Miguel Alves Martins
S2	2483	Applied Social Entrepreneurship	TA	7	Loic Pedras
T1	2613	Asian Brands	TA	3.5	Andrew Harrison
T4	2214	Asset Management	TA	3.5	Daniele D'ariento
T4	2214	Asset Management	TB	3.5	Daniele D'ariento
T2	2215	Auditing	TA	3.5	Gonçalo Silva/Mário Freire
T3	2215	Auditing	TA	3.5	Gonçalo Silva/Mário Freire
T4	2215	Auditing	TA	3.5	Gonçalo Silva/Mário Freire
S1	2206	Banking	TA	7	Gonçalo Rocha
S2	2206	Banking	TA	7	Carla Rebelo
T4	2440	Big Data Analysis	TA	3.5	Carlos Santos
T4	2440	Big Data Analysis	TB	3.5	Carlos Santos
T4	2440	Big Data Analysis	TC	3.5	Carlos Santos
T3	2622	Blockchain fundamentals	TA	3.5	Leid Zejnilovic
T4	2622	Blockchain fundamentals	TA	3.5	Leid Zejnilovic
S1	2327	Brand Management	TA	7	Catherine da Silveira
S2	2327	Brand Management	TA	7	Sofia Kousi
T2	2604	Brand Management for Hospitality Brands and Marketing in Asia's Emerging	TA	3.5	Sofia Kousi
T3	2636	Markets	TA	3.5	Andrew Harrison
T2	2448	Business Model Innovation	TA	3.5	João Castro
T4	2448	Business Model Innovation	TA	3.5	João Castro
T3	2478	Business Models for Sustainability	TA	3.5	Sofia Santos
T4	2452	Business Strategy and Practice	TA	3.5	Luís Rodrigues
T4	2452	Business Strategy and Practice	TB	3.5	Luís Rodrigues
T2	2452	Business Strategy and Practice	TA	3.5	Luís Rodrigues
T1	2128	Competition Policy	TA	3.5	Pedro Pita Barros
S1	2582	Competitive Strategy: an analytical approach Computational Thinking and Data Science	TA	7	Vasco Santos
T3	2494	(includes Applied Statistics)	TA	3.5	Patrícia Xufre
T2	2329	Consumer and Managerial Decision Making	TA	3.5	Luis Martinez
T2	2329	Consumer and Managerial Decision Making	TB	3.5	Luis Martinez
T3	2329	Consumer and Managerial Decision Making	TA	3.5	Luis Martinez

PERIOD	CODE	COURSE	SECTION	ECTS	FACULTY
T3	2329	Consumer and Managerial Decision Making	TB	3.5	Luis Martinez
T3	2330	Consumer Behavior	TA	3.5	Luis Martinez
T2	2330	Consumer Behavior	TA	3.5	Luis Martinez
T1	2217	Corporate Governance	TA	3.5	António Nogueira Leite
T2	2217	Corporate Governance	TA	3.5	António Nogueira Leite
T1	2375	Corporate Social Responsibility	TA	3.5	Milton de Sousa
T4	2375	Corporate Social Responsibility	TA	3.5	Milton de Sousa
S1	2484	Corporate Strategy and Transformation	TA	7	Roberto Ragozzino
S1	2484	Corporate Strategy and Transformation	TB	7	Roberto Ragozzino
S2	2484	Corporate Strategy and Transformation	TA	7	António Bernardo
T3	2239	Corporate Valuation	TA	3.5	Rosario Andre
T3	2239	Corporate Valuation	TB	3.5	Rosário André
T4	2239	Corporate Valuation	TA	3.5	Rosario Andre
T3	2616	Cracking the Sales Code	TA	3.5	Filipe Simões de Almeida
T4	2616	Cracking the Sales Code	TA	3.5	Filipe Simões de Almeida
S2	2438	Cross-Cultural Issues for Marketing Customer Experience and Service	TA	7	Carmen Lages
T2	2605	Excellence	TA	3.5	Sander Allegro
T1	2389	Customer Relationship Management	TA	3.5	Elizabete Cardoso
T3	2389	Customer Relationship Management	TA	3.5	Elizabete Cardoso
S2	2280	Data Analytics for Finance	TA	7	Nicholas Hersey
S2	2280	Data Analytics for Finance	TB	7	Nicholas Hersey
T1	2489	Data Curation	TA	3.5	Qiwei Han
T1	2489	Data Curation	TB	3.5	Qiwei Han
T1	2489	Data Curation	TC	3.5	Qiwei Han
T1	2489	Data Curation	TD	3.5	Iolanda Velho
T1	2489	Data Curation	TE	3.5	Iolanda Velho
T3	2489	Data Curation	TA	3.5	Iolanda Velho
T2	2491	Data Visualization	TA	3.5	Iolanda Velho
T2	2491	Data Visualization	TB	3.5	Susana Brandão
T4	2491	Data Visualization	TA	3.5	Iolanda Velho
T2	2218	Derivatives	TA	3.5	João Amaro de Matos
T3	2218	Derivatives	TA	3.5	João Amaro de Matos
S2	2638	Design Thinking for Social Innovation	TA	7	Anne- Laure Fayard
T2	2441	Digital Marketing	TA	3.5	António Marinho Torres
T4	2441	Digital Marketing	TA	3.5	António Marinho Torres
T1	2480	Digital Strategy and Transformation	TA	3.5	David Bernardo
T1	2454	Doing Business in China	TA	3.5	Andrew Harrison
T2	2492	Doing Business in Emerging Markets	TA	3.5	Pedro Vargas David
T3	2467	E-Commerce	TA	3.5	David Bernardo
T4	2134	Economics of Education	TA	3.5	Ana Balcão Reis
T3	2135	Economics of Health and Health Care	TA	3.5	Pedro Pita Barros
T4	2158	Economics of Health Systems	TA	3.5	Pedro Pita Barros
S2	2220	Entrepreneurial Finance & Venture Capital	TA	7	Francisco Queiro
S2	2220	Entrepreneurial Finance & Venture Capital	TB	7	Francisco Queiro
S1	2220	Entrepreneurial Finance & Venture Capital	TA	7	Paulo Pinho
T1	2639	Entrepreneurial Strategy	TA	3.5	Roberto Ragozzino
T1	2639	Entrepreneurial Strategy	TB	3.5	Roberto Ragozzino
T1	2332	Entrepreneurship	TA	3.5	Nadim Habib
T3	2332	Entrepreneurship	TA	3.5	Nadim Habib
T4	2332	Entrepreneurship	TA	3.5	Nadim Habib
T4	2332	Entrepreneurship	TB	3.5	Nadim Habib
S1	2585	Evidence-based practices for wellbeing	TA	7	Samantha Sim / Sofia Kousi

II Management Degree programs

PERIOD	CODE	COURSE	SECTION	ECTS	FACULTY	PERIOD	CODE	COURSE	SECTION	ECTS	FACULTY
T1	2416	Family Business	TA	3.5	Alexandre Dias da Cunha						Emanuele Rizzo/Giorgio
T4	2416	Family Business	TA	3.5	Alexandre Dias da Cunha	S1	2229	Investments	TD	7	Ottonello
T4	2169	Financial Crises in History	TA	3.5	Álvaro Ferreira da Silva						Emanuele Rizzo/Giorgio
T4	2169	Financial Crises in History	TB	3.5	Álvaro Ferreira da Silva	S1	2229	Investments	TE	7	Ottonello
T1	2222	Financial Statement Analysis	TA	3.5	Francisco Martins						Emanuele Rizzo/Giorgio
T1	2222	Financial Statement Analysis	TB	3.5	Francisco Martins	S1	2229	Investments	TF	7	Ottonello
T1	2222	Financial Statement Analysis	TC	3.5	Francisco Martins	T1	2388	Leadership and Change Management	TA	3.5	Filipa Castanheira
T1	2222	Financial Statement Analysis	TD	3.5	Francisco Martins	T3	2388	Leadership and Change Management	TA	3.5	Filipa Castanheira
T1	2222	Financial Statement Analysis	TE	3.5	Francisco Martins			Leading Social Enterprises with impact in	TA	3.5	Filipe Alfaiate
T1	2222	Financial Statement Analysis	TF	3.5	Francisco Martins	T2	2590	International Development			
T3	2222	Financial Statement Analysis	TA	3.5	Francisco Martins			Leading Social Enterprises with impact in	TA	3.5	Filipe Alfaiate
T3	2222	Financial Statement Analysis	TB	3.5	Francisco Martins	T4	2590	International Development			
T3	2222	Financial Statement Analysis	TC	3.5	Francisco Martins	S2	2437	Luxury and Fashion Marketing	TA	7	Catherine da Silveira
T3	2222	Financial Statement Analysis	TD	3.5	Francisco Martins	T4	2498	Luxury Seminar	TA	3.5	Catherine da Silveira
T3	2222	Financial Statement Analysis	TE	3.5	Francisco Martins	S2	2487	Machine Learning	TA	7	Qiwei Han
T3	2273	Fintech Ventures	TA	3.5	Afonso Eça	S2	2487	Machine Learning	TB	7	Qiwei Han
T4	2273	Fintech Ventures	TB	3.5	Afonso Eça	S2	2487	Machine Learning	TC	7	Sabina Zejnilovic
T2	2257	Futures and Options	TA	3.5	Angelo Corelli						Miguel Pina e Cunha / Milton de Sousa
T1	2490	Goeconomics and International Relations	TA	3.5	Paulo Portas	T4	2749	Management in the Public Sector	TA	3.5	Silvia Herrero
T3	2490	Goeconomics and International Relations	TA	3.5	Paulo Portas	T2	2417	Management of Non-Profit Organizations	TA	3.5	Silvia Herrero
S2	2611	Hospitality Operations	TA	7	Duarte Pimentel	T4	2417	Management of Non-Profit Organizations	TA	3.5	Silvia Herrero
T1	2277	Impact Investments	TA	3.5	António Miguel	T2	2493	Marketing Analytics	TA	3.5	Carlos Santos
T3	2277	Impact Investments	TA	3.5	António Miguel	T4	2493	Marketing Analytics	TA	3.5	Carlos Santos
T4	2956	Impact Venture Capital	TA	3.5	António Miguel	T4	2493	Marketing Analytics	TB	3.5	Carlos Santos
S1	2485	Innovation and Value Creation Wheel	TA	7	Luís Lages	T2	2204	Mergers, Acquisitions, Restructuring	TA	3.5	Pedro Carvalho
S1	2485	Innovation and Value Creation Wheel	TB	7	Luís Lages	T3	2204	Mergers, Acquisitions, Restructuring	TA	3.5	Pranav Desai
T4	2397	Innovation Management	TA	3.5	António Marinho Torres	T3	2204	Mergers, Acquisitions, Restructuring	TB	3.5	Pranav Desai
T1	2337	Integrated Marketing Communications	TA	3.5	Jorge Velosa	T3	2204	Mergers, Acquisitions, Restructuring	TC	3.5	Pranav Desai
T2	2337	Integrated Marketing Communications	TA	3.5	Jorge Velosa	T4	2204	Mergers, Acquisitions, Restructuring	TA	3.5	Pranav Desai
T3	2337	Integrated Marketing Communications	TA	3.5	Jorge Velosa	T4	2204	Mergers, Acquisitions, Restructuring	TB	3.5	Pranav Desai
T1	2338	International Business	TA	3.5	Emanuel Gomes	T4	2204	Mergers, Acquisitions, Restructuring	TC	3.5	Pranav Desai
T3	2338	International Business	TA	3.5	Emanuel Gomes						Carlos Santos / Elizabete
T4	2617	International Events Management	TA	3.5	Charles Arcodia	S2	2488	Methods for Applied Business Problems	TA	7	Cardoso
T2	2339	International Marketing Strategy	TA	3.5	António Marinho Torres	T2	2629	Metrics that Matter	TA	3.5	Sreyaa Guha
T3	2339	International Marketing Strategy	TA	3.5	António Marinho Torres	T2	2629	Metrics that Matter	TB	3.5	Sreyaa Guha
T3	2640	International Tourism policy	TA	3.5	Sérgio Guerreiro	T1	2641	Modeling Business decisions for Operations	TA	3.5	Sreyaa Guha
T4	2640	International Tourism policy	TA	3.5	Sérgio Guerreiro	T1	2641	Modeling Business decisions for Operations	TB	3.5	Sreyaa Guha
T1	2598	Introduction to Hospitality Industry	TA	3.5	Sérgio Guerreiro	T1	2473	Negotiation	TA	3.5	Luís Almeida Costa
S2	2477	Introduction to Programming	TC	7	Ricardo Pereira	T3	2473	Negotiation	TA	3.5	Luís Almeida Costa
S2	2477	Introduction to Programming	TB	7	Ricardo Pereira	T3	2623	Network Analytics	TA	3.5	Rodrigo Belo
S2	2477	Introduction to Programming	TD	7	Ricardo Pereira	T3	2623	Network Analytics	TB	3.5	Rodrigo Belo
S2	2477	Introduction to Programming	TA	7	Ricardo Pereira	T2	2465	Open Innovation	TA	3.5	João Castro
S1	2477	Introduction to Programming	TA	7	Ricardo Pereira	T4	2465	Open Innovation	TA	3.5	João Castro
S1	2477	Introduction to Programming	TB	7	Ricardo Pereira	T3	2359	Operations Management	TA	3.5	Utku Serhatli
S1	2477	Introduction to Programming	TC	7	Ricardo Pereira	T1	2359	Operations Management	TA	3.5	Utku Serhatli
S1	2477	Introduction to Programming	TD	7	Ricardo Pereira	T4	2359	Operations Management	TA	3.5	Utku Serhatli
S2	2229	Investments	TA	7	Nicholas Hirschey	T4	2451	Operations Strategy	TA	3.5	Utku Serhatli
					Emanuele Rizzo/Giorgio						Miguel Alves Martins / Filipe Alfaiate
S1	2229	Investments	TA	7	Ottonello	T2	2500	Performance and Progress	TA	3.5	Miguel Alves Martins / Filipe Alfaiate
					Emanuele Rizzo/Giorgio						
S1	2229	Investments	TB	7	Ottonello	T2	2500	Performance and Progress	TB	3.5	Miguel Alves Martins / Filipe Alfaiate
					Emanuele Rizzo/Giorgio	T4	2500	Performance and Progress	TA	3.5	Miguel Alves Martins
S1	2229	Investments	TC	7	Ottonello	T4	2500	Performance and Progress	TB	3.5	Miguel Alves Martins

II Management Degree programs

PERIOD	CODE	COURSE	SECTION	ECTS	FACULTY	
S2	2386	Persuasion and Negotiation	TA	7	Pedro Neves	
T4	2351	Pricing Strategies	TA	3.5	Jorge Velosa	
T3	2642	Principles of Shopper Marketing	TA	3.5	Miguel Pinto Fernandes	
T2	2236	Private Equity	TA	3.5	Diogo Chalbert Santos	
T3	2236	Private Equity	TA	3.5	Luis Mota Duarte	
T4	2236	Private Equity	TA	3.5	Luís Mota Duarte	
T4	2236	Private Equity	TB	3.5	Diogo Chalbert Santos	
T1	2481	Product Design and Development	TA	3.5	João Castro	
T3	2481	Product Design and Development	TA	3.5	João Castro	
T2	2376	Project Management	TA	3.5	Paulo Faroleiro	
T1	2352	Quality Management	TA	3.5	Ana Sofia Costa	
T3	2352	Quality Management	TA	3.5	Ana Sofia Costa	
T3	2614	Revenue Management	TA	3.5	Duarte Pimentel	
T4	2618	Risk and Crisis Management	TA	3.5	Sérgio da Silva Pinto	
T4	2475	Sales & Retailing	TA	3.5	Jorge Velosa	
T2	2588	Science-Based Entrepreneurship and Innovation	TA	3.5	Nuno Arantes e Oliveira	
		Science-Based Entrepreneurship and Innovation	TA	3.5		
T4	2588	Innovation			Nuno Arantes e Oliveira	
T1	2446	Small Business Management	TA	3.5	Nuno Vasconcellos e Sá	
T4	2619	Social Marketing	TA	3.5	Carmen Lages	
T1	2643	Social Media Marketing	TA	3.5	António Marinho Torres	
T3	2643	Social Media Marketing	TA	3.5	António Marinho Torres	
S2	2543	Special Project L'Oreal Brandstorm	TA	7	Irene Consiglio	
T3	2646	Strategic Costing	TA	3.5	Marta Almeida	
T1	2496	Strategic Foresight and Scenario Planning	TA	3.5	António Alvarenga	¹ Brand Management is only open to students with knowledge or/and previous working experience in Marketing. The Brand Management Course involves a Branding consulting project that requires availability, solid skills in Marketing, and interest for the Fast Moving Consuming Goods Industry.
T1	2496	Strategic Foresight and Scenario Planning	TB	3.5	António Alvarenga	
T3	2496	Strategic Foresight and Scenario Planning	TA	3.5	António Alvarenga	
T3	2496	Strategic Foresight and Scenario Planning	TB	3.5	António Alvarenga	² Special Course: Special Project L'Oreal Brandstorm: bidding not available for this course. Students must submit an individual application for it - further information will be sent during S2 enrollment period.
T4	2647	Strategic Planning and Control	TA	3.5	Marta Almeida	
T4	2647	Strategic Planning and Control	TB	3.5	Marta Almeida	³ Please note that the elective courses available for semester 2 may suffer changes.
S1	2460	Strategy Consulting	TA	7	Constança Casquinho	Note: Field Lab requires students to complete the following courses:
S2	2460	Strategy Consulting	TA	7	Constança Casquinho	• Field Lab Marketing (Prof. Jorge Velosa) - Recommended courses are Methods for Applied Business Problems (or other Marketing Research course) and Integrated Marketing Communications (or similar).
T4	2592	Strategy Implementation	TA	3.5	João Silveira Lobo	• Field Lab Marketing (Prof. Carmen Lages) - Recommended courses are Introductory Courses in Marketing and Strategy
T4	2592	Strategy Implementation	TB	3.5	João Silveira Lobo	• Field Lab Management Consulting (Prof. Constança Casquinho) - Required course is Strategy Consulting.
T3	2356	Sustainable International Business	TA	3.5	Daniel Traça	
T2	2644	Sustainable Operations	TA	3.5	Utku Serhatli	
T4	2644	Sustainable Operations	TA	3.5	Utku Serhatli	
T3	2595	Sustainable Smart Mobility	TA	3.5	Tiago Farias	
T2	2633	System Change	TA	3.5	Milton de Sousa	
T3	2458	Talent Development	TA	3.5	Sandra Brito Pereira	
T3	2468	Technology Strategy	TA	3.5	João Castro	
T4	2468	Technology Strategy	TA	3.5	João Castro	
T4	2637	The Business of Space	TA	3.5	Rita Cunha / Miguel Pina e Cunha	
S1	2645	Tourism Marketing	TA	7	Carmen Lages	
S2	2580	Value-Based Health Care	TA	7	João Marques Gomes	
T1	2364	Venture Simulation	TA	3.5	António Marinho Torres	
T4	2418	WPP Master Class	TA	3.5	Jorge Velosa	

Description of Areas of Expertise

An Area of Expertise is an area of special interest within the Master, enabling students to focus a part of their studies on a specific scientific area. It has the added advantage of signalling to potential employers the student’s strongest personal interests and preferences in view of their future career.

It is not mandatory for students to choose an area of expertise as students can simply graduate without referring to any area. To graduate with one, students must complete 21 ECTS in core and electives courses belonging to that area. Students must complete the core courses or at least one of the core optional courses.

Please consult the available options for the management degree below.

ACCOUNTING AND AUDITING

The Accounting and Auditing area of expertise deals with essential issues for a career in the Management Accounting and Control, Auditing and Corporate Taxation areas.

Students interested in taking this area of expertise must select it during the application process in order for the school to enroll the students in Financial Management or Corporate Finance in the first semester.

PERIOD	CODE	COURSE	ECTS	TYPE
S2	2232	Applied Corporate Finance	7	Elective
T2/T3/T4	2215	Auditing	3.5	Elective
T1/T3	2222	Financial Statement Analysis	3.5	Elective
T4	2647	Strategic Planning and Control	3.5	Core
T3	2646	Strategic Costing	3.5	Elective

II Management Degree programs

Description of Areas of Expertise

BUSINESS AND DATA ANALYTICS

The Business and Data Analytics area of expertise is designed for students who understand business problems and want to use technology to solve them. A strong background in mathematics and applied statistics is required, so that students will be able to analyse large data sets and translate them to support data grounded strategic decisions. This area of expertise is common to the Master’s programmes in Management, Economics and Finance.

PERIOD	CODE	COURSE	ECTS	TYPE
T1/T2	2621	Algorithmic governance	3.5	Elective
T3/T4	2622	Blockchain fundamentals	3.5	Elective
T3	2494	Computational Thinking and Data Science (includes Applied Statistics)	3.5	Elective
T3/T4	2616	Cracking the Sales Code	3.5	Elective
S2	2280	Data Analytics for Finance	7	Elective
T1/T3	2489	Data Curation	3.5	Core
T2/T4	2491	Data Visualization	3.5	Elective
S1/S2	2477	Introduction to Programming	7	Elective
S2	2487	Machine Learning	7	Elective
T2/T4	2493	Marketing Analytics	3.5	Elective
T3	2623	Network Analytics	3.5	Elective

DIGITAL BUSINESS

The Digital Business area of expertise aims at the development of competences at the intersection of business and technology. Successful businesses use technology to streamline operations, improve efficiency, manage risk, optimize returns and enhance the customer service experience. Technology has become core to the business model and a critical element to running any kind of business.

PERIOD	CODE	COURSE	ECTS	TYPE
T4	2440	Big Data Analysis	3.5	Elective
T3/T4	2616	Cracking the Sales Code	3.5	Elective
T2/T4	2441	Digital Marketing	3.5	Elective
T1	2480	Digital Strategy and Transformation	3.5	Elective
T3	2467	E-Commerce	3.5	Elective
S1	2485	Innovation and Value Creation Wheel	7	Elective
S1/S2	2477	Introduction to Programming	7	Core
T2/T4	2465	Open Innovation	3.5	Elective
T3	2595	Sustainable Smart Mobility	3.5	Elective
T3/T4	2468	Technology Strategy	3.5	Elective

II Management Degree programs

Description of Areas of Expertise

FINANCIAL MANAGEMENT

The Financial Management area of expertise deals with essential issues for a career in the Corporate Finance Function. Students interested in taking this area of expertise must select it during the application process in order for the school to enroll the students in Financial Management or Corporate Finance in the first semester.

PERIOD	CODE	COURSE	ECTS	TYPE
S2	2232	Applied Corporate Finance	7	Elective
T2/T3/T4	2215	Auditing	3.5	Elective
S1/S2	2206	Banking	7	Elective
T1/T2	2217	Corporate Governance	3.5	Elective
S1/S2	2220	Entrepreneurial Finance & Venture Capital	7	Elective
T1/T3	2222	Financial Statement Analysis	3.5	Core
T2	2257	Futures and Options	3.5	Elective
S1/S2	2229	Investments	7	Elective
T2/T3/T4	2204	Mergers, Acquisitions, Restructuring	3.5	Elective
T2/T3/T4	2236	Private Equity	3.5	Elective

HOSPITALITY & SERVICE MANAGEMENT

This area of expertise will provide skills to develop and manage organizations with unique customer experiences and understand current trends in terms of hospitality industry and customer behaviour and their impact in service management. You will have access to leading hospitality partners that will teach you solid management skills and offer field experiences through immersion programs in corporate partners.

Students will also participate in a comprehensive entrepreneurship and innovation program throughout the year. This innovative integrated approach, balancing theoretical skills with a strong industry connection and hands on experience will give you the right set of tools to pursue a global career in hospitality and service management.

PERIOD	CODE	COURSE	ECTS	TYPE
T2	2604	Brand Management for Hospitality	3.5	Core
T2	2605	Customer Experience and Service Excellence	3.5	Core
S2	2611	Hospitality Operations	7	Core
T4	2617	International Events Management	3.5	Core
T1	2598	Introduction to Hospitality Industry	3.5	Core
T2/T4	2493	Marketing Analytics	3.5	Core
T3	2614	Revenue Management	3.5	Core

There is a steady study plan for this area of expertise. You will have several Meeting the Industry Leader events throughout the course and after the 1st semester will have study trips to selected partners to understand current challenges in the hospitality industry.

At the end of the 2nd semester, you will participate in a Hospitality Experience Innovation Lab, an innovation program that will give you the opportunity to develop entrepreneurial skills, to develop your own projects and even start your own businesses - you will explore challenges in 2 immersion programs (2 weeks in a Hotel School plus 4 weeks in a corporate partner) and will participate in a 4-6 weeks acceleration program to develop your ideas and projects, developed by Nova Entrepreneurship Hub. This will feed your capstone Work Project to be developed in the 3rd semester.

II Management Degree programs

Description of Areas of Expertise

INNOVATION AND ENTREPRENEURSHIP

The Innovation and Entrepreneurship area of expertise aims at preparing students to pursue an entrepreneurial career. Courses focus on the general understanding of how to test whether an innovative idea, product or processes will be demanded by customers, how to finance start-up ventures and innovation projects, and how to sell and market new products and services into national and international marketplaces, in start-ups and in existing organizations/firms.

PERIOD	CODE	COURSE	ECTS	TYPE
S1/S2	2421	Applied Entrepreneurship	7	Elective
S1/S2	2483	Applied Social Entrepreneurship	7	Elective
T2/T4	2448	Business Model Innovation	3.5	Elective
T1	2480	Digital Strategy and Transformation	3.5	Elective
S1/S2	2220	Entrepreneurial Finance & Venture Capital	7	Elective
T1	2639	Entrepreneurial Strategy	3.5	Elective
T1/T3/T4	2332	Entrepreneurship	3.5	Core
S1	2485	Innovation and Value Creation Wheel	7	Elective
T4	2397	Innovation Management	3.5	Elective
T2/T4	2465	Open Innovation	3.5	Elective
T1/T3	2481	Product Design and Development	3.5	Elective
T2/T4	2588	Science-Based Entrepreneurship and Innovation	3.5	Elective
T3	2595	Sustainable Smart Mobility	3.5	Elective
T1	2364	Venture Simulation	3.5	Elective

OPERATIONS MANAGEMENT

Operations Management is about getting things done effectively and efficiently in organizations. This area will therefore cover such issues as business process re-engineering, quality management, better customer service, inventory systems, managing manufacturing, supply chain management and project management. Students need strong analytical skills.

PERIOD	CODE	COURSE	ECTS	TYPE
S2	2611	Hospitality Operations	7	Elective
S1	2485	Innovation and Value Creation Wheel	7	Elective
T1	2641	Modeling Business decisions for Operations	3.5	Elective
T1/T3/T4	2359	Operations Management	3.5	Core
T4	2451	Operations Strategy	3.5	Elective
T2	2376	Project Management	3.5	Elective
T1/T3	2352	Quality Management	3.5	Elective
T2/T4	2644	Sustainable Operations	3.5	Elective
T3/T4	2468	Technology Strategy	3.5	Elective

II Management Degree programs

Description of Areas of Expertise

STRATEGY AND INTERNATIONAL BUSINESS

Business leaders need to provide direction to their companies, and to organize it in order to put the strategy in place. To build a sustainable competitive advantage, companies need to understand their customers and competitors, their strengths and weaknesses, the complex business and institutional environments, and the existing resource constraints. It’s also imperative that companies know how to serve customers in international markets, and how to internationalize a local business. The area of expertise in Strategy and International Business focuses on the strategic management of companies.

PERIOD	CODE	COURSE	ECTS	TYPE
T1	2613	Asian Brands	3.5	Elective
T3	2636	Brands and Marketing in Asian Markets	3.5	Elective
T2/T4	2448	Business Model Innovation	3.5	Elective
T4	2637	The Business of Space	3.5	Elective
T2/T4	2452	Business Strategy and Practice	3.5	Elective
T1	2128	Competition Policy	3.5	Elective
S1/S2	2484	Corporate Strategy and Transformation	7	Elective
T1	2480	Digital Strategy and Transformation	3.5	Elective
T1	2454	Doing Business in China	3.5	Elective
T2	2492	Doing Business in Emerging Markets	3.5	Elective
T3	2467	E-Commerce	3.5	Elective
T1/T4	2416	Family Business	3.5	Elective
T1/T3	2490	Geoeconomics and International Relations	3.5	Elective
S1	2485	Innovation and Value Creation Wheel	7	Elective
T1/T3	2338	International Business	3.5	Elective
T4	2617	International Events Management	3.5	Elective
T1	2641	Modeling Business decisions for Operations	3.5	Elective
T1/T3	2473	Negotiation	3.5	Elective
S2	2386	Persuasion and Negotiation	7	Elective
T4	2618	Risk and Crisis Management	3.5	Elective

PERIOD	CODE	COURSE	ECTS	TYPE
T1	2446	Small Business Management	3.5	Elective
T1/T3	2496	Strategic Foresight and Scenario Planning	3.5	Elective
S1/S2	2460	Strategy Consulting	7	Elective
T4	2592	Strategy Implementation	3.5	Elective
T3	2356	Sustainable International Business	3.5	Elective
T2/T4	2644	Sustainable Operations	3.5	Elective

II Management Degree programs

Description of Areas of Expertise

MARKETING

Marketing deals with choosing target markets and getting, keeping, and growing customers through the creation, delivery, and communication of superior “customer value”. It is a dynamic field that combines creative ability and analytical skills. Besides the two foundation courses i.e. Marketing Management and Advanced Marketing (depending on your initial background and knowledge of the field), the School provides the following:

PERIOD	CODE	COURSE	ECTS	TYPE
S2	2634	Advanced Branding and Brand Development	7	Elective
T1	2613	Asian Brands	3.5	Elective
T4	2440	Big Data Analysis	3.5	Elective
S1/S2	2327	Brand Management	7	Core Optional
T2	2604	Brand Management for Hospitality	3.5	Elective
T3	2636	Brands and Marketing in Asian Markets	3.5	Elective
T2/T3	2329	Consumer and Managerial Decision Making	3.5	Elective
T2/T3	2330	Consumer Behavior	3.5	Elective
T3/T4	2616	Cracking the Sales Code	3.5	Elective
S2	2438	Cross-Cultural Issues for Marketing	7	Elective
T1/T3	2389	Customer Relationship Management	3.5	Elective
T2/T4	2441	Digital Marketing	3.5	Elective
T1	2480	Digital Strategy and Transformation	3.5	Elective
T3	2467	E-Commerce	3.5	Elective
S1	2485	Innovation and Value Creation Wheel	7	Elective
T1/T2/T3	2337	Integrated Marketing Communications	3.5	Core Optional
T2/T3	2339	International Marketing Strategy	3.5	Elective
S2	2437	Luxury and Fashion Marketing	7	Elective
T2/T4	2493	Marketing Analytics	3.5	Elective

PERIOD	CODE	COURSE	ECTS	TYPE
S2	2488	Methods for Applied Business Problems	7	Elective
T3	2642	Principles of Shopper Marketing	3.5	Elective
T1/T3	2481	Product Design and Development	3.5	Elective
T4	2475	Sales & Retailing	3.5	Elective
T1/T3	2643	Social Media Marketing	3.5	Elective
S2	2543	Special Project L'Oreal Brandstorm	7	Elective
S1	2645	Tourism Marketing	7	Elective
T4	2418	WPP Master Class	3.5	Elective

Streams

Streams allow students to have a deeper and more consistent academic learning experience, by focusing in a specific field of study while completing their master’s program. They have a fixed study plan associated with a prearranged offer of Field Labs as final Work Project and may include other activities such as modules or special classes. Streams are not available to Spring Intake students.

Withdrawals’ Deadlines:

- Stream in Luxury Management – 1st of September at midday.
- Stream in Integrated Marketing Communications: up to the beginning of the first semester.
- Stream in Strategy and Stream in Entrepreneurship: up to the end of the first semester.
- Withdrawals after the Stream’s respective deadlines are not possible. Withdrawals will have the **following implications:**
 1. **All Streams:** Losing the direct access to the stream’s directed electives and Field Lab/Work Project.
 2. **Stream in Strategy and Stream in Entrepreneurship if the student drops after the beginning of the semester:** Maintaining the same bidding points for the semester.

Luxury Management (28 ECTS in electives)
LUXURY MANAGEMENT - STUDY PLAN:

STRUCTURE OF THE STREAMS

MARKETING AREA OF EXPERTISE:

1. Integrated Marketing Communication (28 ECTS in electives)

INTEGRATED MARKETING COMMUNICATIONS - STUDY PLAN:

ACADEMIC YEAR 2020/2021		
S1	S2	
Marketing Management or Advanced Marketing - 7 ECTS	Strategy or Advanced Strategy - 7 ECTS	
Financial Management or Advanced Financial Management - 7 ECTS	HRM or Advanced HRM - 3,5 ECTS	WPP Masterclass - 3,5 ECTS
Statistics III or Statistics II - 3,5 ECTS	Consumer Behaviour - 3,5 ECTS	Brand Management - 7 ECTS
Integrated Marketing Com. - 3,5 ECTS	Digital Marketing - 3,5 ECTS	Methods for Applied Business Problems - 7 ECTS

ACADEMIC YEAR 2020/2021			
S1		S2	
Marketing Management or Advanced Marketing - 7 ECTS		Strategy or Advanced Strategy - 7 ECTS	
Financial Management or Advanced Financial Management - 7 ECTS		Luxury and Fashion Marketing - 7 ECTS	
Statistics III or Statistics II - 3,5 ECTS	HRM or Advanced HRM* - 3,5 ECTS	Methods for Applied Business Problems - 7 ECTS	
Brand Management - 7 ECTS		Integrated Marketing Com. - 3,5 ECTS	Luxury Seminar - 3,5 ECTS

II Management Degree programs Streams

INNOVATION AND ENTREPRENEURSHIP AREA OF EXPERTISE

1. Entrepreneurship (23 ECTS in electives)

ENTREPRENEURSHIP - STUDY PLAN:

ACADEMIC YEAR 2020/2021			
S1		S2	
Strategy or Advanced Strategy - 7 ECTS		Financial Management or Advanced Financial Management - 7 ECTS	
Entrepreneurial Strategy - 3,5 ECTS	General Elective - 3,5 ECTS	Applied Entrepreneurship - 7 ECTS	
Entrepreneurship - 3,5 ECTS	Statistics III or Statistics II - 3,5 ECTS	Marketing Management or Advanced Marketing - 7 ECTS	
Applied Social Entrepreneurship - 7 ECTS		HRM or Advanced HRM - 3,5 ECTS	General Elective - 3,5 ECTS

STRATEGY AND INTERNATIONAL BUSINESS AREA OF EXPERTISE

2. Strategy (21 ECTS in electives)

STRATEGY - STUDY PLAN:

ACADEMIC YEAR 2020/2021			
S1		S2	
Strategy or Advanced Strategy - 7 ECTS		Financial Management or Advanced Financial Management - 7 ECTS	
Marketing Management or Advanced Marketing - 7 ECTS		Strategy Consulting - 7 ECTS	
HRM or Advanced HRM - 3,5 ECTS	Statistics III or Statistics II - 3,5 ECTS	Corporate Strategy and Transformation - 7 ECTS	
General Elective - 3,5 ECTS	General Elective - 3,5 ECTS	Goeconomics and International Relations - 3,5 ECTS	Business Model Innovation - 3,5 ECTS

Professional Development Modules

The Modules are divided into 4 areas and the students must pass 1 module of each area according to their Master's Program. Each Module is worth 0.5 ECTS and is evaluated as Pass / Fail.

MODULE AREAS:

A – Quantitative Skills;

MO Specialist Excel – 0.5 ECTS Important: Students who have taken the Microsoft Specialist Certification during their Bachelor's studies can choose to take the most advanced level instead - the Microsoft Excel Expert course - or take another module in Area B, C or D, in order to complete the remaining 0.5 ECTS.

B – Ethics – 0.5 ECTS;

C – Corporate Links / Internationalization – 0.5 ECTS;

D – Communication and New Trends – 0.5 ECTS.

The list of modules will be available during the first trimester. Enrollment in modules will be done through the bidding platform. The majority of Modules is offered in January and end of May / June.

NOVA SBE OFFERS THE FOLLOWING LANGUAGE COURSES:

- Spanish Language Course
- Portuguese Language Course
- French Language Course

Attendance is mandatory. Depending on availability, students will attend the language course during one of the semesters at Nova SBE.

III.

Recommended Background for Electives

BACKGROUND FOR ELECTIVES

COURSE	EXPECTED BACKGROUND KNOWLEDGE
Applied Corporate Finance	Corporate Finance or Financial Management
Asset Management	Investments or Financial Management or Corporate Finance
Corporate Valuation	Corporate Finance or Financial Management
Credit Risk	Investments or Financial Management or Corporate Finance
Derivatives	Investments or Financial Management or Corporate Finance
Entrepreneurial Finance & Venture Capital	Corporate Finance or Financial Management
Financial Intermediation	Banking
Fixed income	Investments or Financial Management or Corporate Finance
Futures and Options	Investments
Hedge Funds	Investments or Financial Management or Corporate Finance
Integrated Marketing Communications	Marketing Management or Advanced Marketing
Strategic Planning and Control	Strategic Costing (only if students did not have Accounting or Cost Accounting in the Undergraduate level)
Mergers, Acquisitions and Restructuring	Corporate Finance or Financial Management
Modeling Managerial Decisions	Statistics II or III + Strategy I/Advanced Strategy or Econometrics
Private Equity	Corporate Finance or Financial Management
Risk Management	Investments or Financial Management or Corporate Finance



CEMS Master's in International Management (CEMS MIM)

Students in the CEMS MIM program year one are students enrolled in one of the pre-experience Master's programs (in Economics, Finance, International Masters in Finance, Management, International Masters in Management, Business Analytics, International Development and Public Policy or Impact Entrepreneurship and Innovation). During this first year you are expected to complete the curricular part of your Master's program including all mandatory requirements, but not the regular Work Project.

Instead, you will do a Business Project in the spring of your year two and complete a separate individual assignment. Guidelines on the articulation of the Business Project with this individual assignment are published in the beginning of the Spring Semester.

To have an area of expertise in a given area, you must be approved in Year 1 courses of that area corresponding to 21 ECTS. MIM Year 2 courses may also be considered, depending on the approval of the CEMS MIM Academic Director.

All matters related with Year-One are to be addressed to the Master's Team; Matters related with Year-Two and generic CEMS MIM issues are dealt with by the CEMS Academic Director or CEMS Program Manager.

REQUIREMENTS

In order to start the MIM Year-Two, students should pass all mandatory courses of their Master's program and 60 ECTS at the end of the first year, including modules. **No elements of the pre-experience Master's program can be left behind.**

MIM Year-Two students must complete a total of 45 ECTS in MIM academic courses, 15 ECTS in the Business Project, 3 ECTS in the Block Seminar, 1 ECTS in the Global Citizenship, and 2 ECTS in other skills seminars.

The 8 week international internship can be done during the MIM Year-One or MIM Year-Two.

CREDIT TRANSFERS BETWEEN MSC AND MIM

By the end of the CEMS MIM program a maximum number of 15 ECTS is allowed to be transferred from the MSc to the MIM or from the MIM to the MSc. Only MIM elective courses can be double counted. Students transferring credits from the MIM to the MSc must respect all the requirements of their master's program. For example, MIM electives cannot be used to replace mandatory courses or required modules of the MSc.

Credits obtained at another CEMS School in Year-Two can only be converted to your Year-One Master's upon submission and acceptance of the Transfer of Exchange Credits form.

After application of all flexibility rules, a student must still successfully pass a minimum of 24 ECTS per term and will be able to credit a maximum 37.5 ECTS per term.

This includes courses, the Block Seminar, Global Citizenship Seminar, Skill Seminars and the Business Project.

Double Degrees

A Double Degree is a combined study program leading to two degrees from two universities, after successful completion of all the program requirements from both universities. Each Double Degree program is different, but usually it involves an equal amount of study-time at each university. Credits obtained at both universities within the program will be mutually acknowledged, resulting in a shortening of the required study time compared to acquiring both degrees separately.

OFFER OF DOUBLE DEGREES

The majority of Double Degrees currently in place can be completed after two years of study, first in Lisbon, then at the partner institution.

I. International Tracks for the IMF

Double Degrees

Belgium

LOUVAIN SCHOOL OF MANAGEMENT

The Louvain School of Management is a recently restructured institution that brings together four partners from different cities in Belgium. In addition to the outstanding quality of the school, Louvain offers an exceptional location: it is located just 24 km from Brussels, the political capital of the European Union.

LANGUAGE OF INSTRUCTION:

English (language requirement - B2 or better). Courses can also be taught in French, for which students are required to have a B1 Level in French Language.

RULES OF DOUBLE DEGREE:

- Joint selection interviews by both Nova SBE and LSM.
- Nova SBE students in the Economics, Finance, and Management MSc will earn a Master's Degree in Management Science or Business Engineering from LSM.

PLEASE SEE BELOW SOME OF THE ADMISSION DOCUMENTS REQUESTED BY LSM:

- GMAT certificate except if you have done your Bachelor degree in a university of the CEMS alliance or in a double degree LSM partner's university (check on www.uclouvain.be/en-277591)
- IELTS/TOEFL tests except if you have done your entire bachelor's degree in English.

Brazil

EAESP-FGV BUSINESS SCHOOL – SÃO PAULO

EAESP-FGV is one of the most prestigious Business Schools in Latin America, the first to get the triple-crown accreditation in South America and one of the 8 schools worldwide, together with Nova SBE, to be triple-crown accredited and simultaneously belong to the CEMS Global Alliance for management education, which offers the CEMS MIM program.

LANGUAGE OF INSTRUCTION:

English.

RULES OF DOUBLE DEGREE (MANAGEMENT):

- After acceptance, all the documents regarding the validation of the students' undergraduate diploma must be provided to EAESP, so that the Brazilian legal requirement of recognition of that diploma may be satisfied in order to issue the MSc degree.
- Nova SBE students in the Management MSc will earn a Master's Degree in International Management from EAESP-FGV

INSPER – SÃO PAULO

Internationally accredited and highly ranked by the Financial Times due to its Executive Education programs, INSPER focuses on research with an integrated educational model through a culture of learning that makes students very active in their learning experience.

LANGUAGE OF INSTRUCTION:

Portuguese.

RULES OF DOUBLE DEGREE (MANAGEMENT):

- After acceptance in the Double Degree program, students must provide the required documents to validate their undergraduate Diploma, according to Brazilian law. Students will go to Brazil in the second year with that process already resolved.
- Nova SBE students in the Master's in Management will earn a Master's Degree in Administração from INSPER;

III. International Tracks

Double Degrees

Germany

EUROPEAN BUSINESS SCHOOL (EBS) – NEAR FRANKFURT

Students **must** obtain Master's Degrees in different areas, with the aim of providing a broad skill set at the advanced level. EBS has strong links to the automotive industry and can arrange internships for Nova students who have a good command of the German language.

There are three degree combinations and these can begin at either school, making a total of four semesters (two at each school). The combinations are:

- Master's in Management (at Nova SBE) + Automotive Management MSc (at EBS)
- Master's in Management (at Nova SBE) + Finance MSc (at EBS)
- Master's in Management (at Nova SBE) + Real Estate Management MSc (at EBS)

LANGUAGE OF INSTRUCTION:

English.

Poland

WARSAW SCHOOL OF ECONOMICS – WARSAW, POLAND

Warsaw School of Economics is Nova's partner in the CEMS Global Alliance network (also offering the MIM program).

LANGUAGE OF INSTRUCTION:

English.

RULES OF DOUBLE DEGREE (MANAGEMENT):

- Joint selection interviews by both Nova SBE and Warsaw School of Economics.

Italy

LUISS – LIBERA UNIVERSITÀ INTERNAZIONALE DEGLI STUDI SOCIALI – ROME

LUISS Guido Carli is a dynamic university that has trained world-class leaders sensitive to the values of market culture and to the rules of a modern democracy and has made important academic contributions in the fields of economics, law, and political science.

LANGUAGE OF INSTRUCTION:

English.

RULES OF DOUBLE DEGREES:

- Nova SBE students in the Master's in Management will earn a Master's Degree in General Management from LUISS;

The Netherlands

MAASTRICHT UNIVERSITY (UM)

Maastricht University is the most international university in the Netherlands. Also triple-crown accredited (with AACSB, EQUIS, and AMBA accreditation, as is Nova SBE), Maastricht University has a unique Europe-focused and international-oriented programs. The focus on research is another important strength of Maastricht SBE.

LANGUAGE OF INSTRUCTION:

English.

RULES OF DOUBLE DEGREE (MANAGEMENT):

- The Double Degree programs have a duration of 3 semesters.
- Joint selection interviews by both Nova SBE and Maastricht University.
- Nova SBE students in the Master's in Management will earn a Master's Degree in International Business from Maastricht University. 1st semester is at Nova SBE / 2nd and 3rd at Maastricht SBE.

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Double Degrees

HOW TO PROCEED

Students must show interest for these programs when they apply for a Master's Program at Nova SBE. These programs are demanding and more challenging than a single MSc degree at Nova SBE. Only students with the strongest academic record and the highest levels of ambition and motivation will be selected.

Selection of Double Degree students occurs between April and June. Following a pre-screening phase of applicant documents, the selection process will continue to an interview phase, always with Nova SBE faculty and representatives, and often including a joint interview with faculty and representatives from the partner university.

After being selected and subsequently nominated to the partner school, students must contact the partner directly to ask for information regarding that school's application procedures, and all other relevant information for the period abroad.

The double degree student must follow the plan of study defined in the bilateral agreement signed between the two schools. **Careful planning of the first year courses at Nova SBE is crucial for the success of a Double-Degree program.**

TUITION FEES

DD student pays tuition fees at Nova SBE during the entire period at the partner university. The only exception are the students in the double degree in International Master in Management with EAESP-FGV.

Please consult the fees defined for the DD Programs in the section "Tuition fees".

TRANSFER OF CREDITS

Credits obtained at the partner university will be recognized as ECTS credits for the Master's Program in which the student is enrolled at Nova SBE.

WORK PROJECT FOR DOUBLE DEGREES

Students following a Double Degree program will be subject to the dissertation rules applied at both schools. Students will deliver their final report to both schools. Nova SBE home students developing the WP at the partner school are allowed to deliver at Nova SBE the final report according with the structure of the partner school.

Students are required to defend a Master WP at Nova SBE that must be co-advised by Faculty at Nova SBE and Faculty at the partner institution. For some DD programs 2 defenses are mandatory.

Students are strongly advised to choose the topic and the advisors of the WP at Nova SBE and at the partner school during the first academic year, before leaving to the partner institution. Be aware that schools have different rules for designation of a dissertation advisor. Students should make previous contacts with Advisors.

For Nova SBE students the rules indicated on the section Work Projects of this Handbook will be adapted in order to be in accordance with the partner school calendar and rules. For the specific rules for DD students please check the document WP Guidelines for DD students on Moodle.

RECOGNITION OF THE DIPLOMAS FOR DOUBLE DEGREES

Students who successfully complete the Double Degree Program receive two Master's Degrees, one issued by Nova SBE and another issued by the partner school. Students will earn the two degrees only upon completion of all requirements set by the two awarding institutions.

For further details regarding schools and rules of the Double Degrees, please contact the Double Degree Team.

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Double Degrees

GUIDELINES FOR THE ISSUE OF THE NOVA SBE CERTIFICATE FOR DOUBLE DEGREES

At Nova SBE the Masters Programs have a minimum limit of 90 ECTS. The same limit is respected for the Nova SBE Certificate.

In the case of the Double Degree Programs the following rules apply:

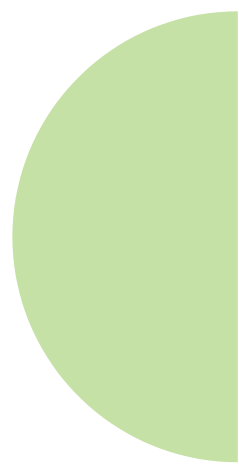
- When the total number of ECTS (Nova SBE + partner school) exceeds 120 ECTS, the student will be asked to choose courses corresponding to the amount of ECTS in excess of 120, to be considered extracurricular;
- An extracurricular course is listed in the Certificate with the indication of extracurricular and no indication of grade or ECTS. These courses do not count for ECTS or the calculus of the final grade;
- All courses taken at Nova SBE will be part of the Nova SBE Certificate and cannot be chosen as extracurricular. These ECTS are counted and considered for the calculus of the final grade;
- If exceptionally a Nova SBE student has taken at the partner school an equivalent course to a Nova SBE mandatory course, that course must also be part of the Nova SBE Certificate.
- If a course taken at the partner school is a mandatory part of the double degree in order to receive the Nova SBE degree, that course must also be part of the Nova SBE Certificate.

PROHIBITION TO WORK FULL TIME

The student is not allowed to work full time while studying in the partner university, unless authorized by the partner university. Not following this rule may lead to an exclusion from the Double Degree Program.

The rules of the Double Degree Program are stipulated in the Double Degree Program Regulation and the WP Guidelines for DD Students (available on Moodle – Master's Office area).





Accredited by



Member of



Disclaimer: the rules in this guide may be subject to change. Updated versions will be posted on Moodle.

Important Notes: students who have started their Master Program before Fall 2021 **MUST** follow the academic rules that were in place when they entered the Nova SBE Master's, unless they reapply for a change of Master's.

Notice: we strongly recommend students to read the General Information guide.