



EXECUTIVE MASTER'S PROGRAM

Data-Driven Organizations

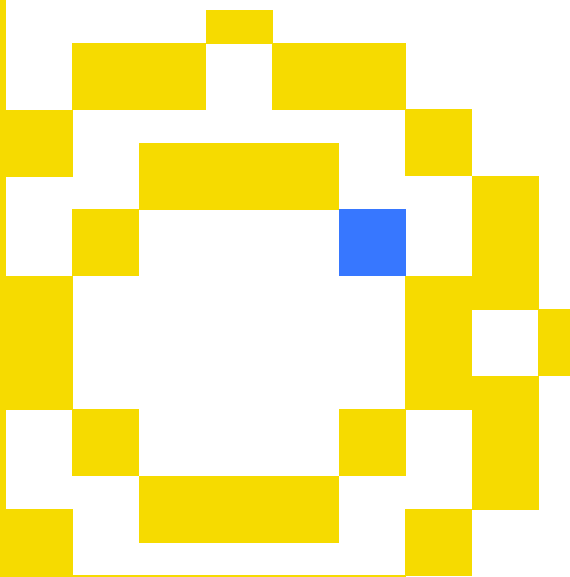
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Data with Purpose.

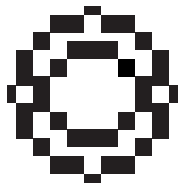
**Invest in tools
or ensure reliable data?**

**Centralize data governance
or empower the business?**

**Decide based on the past or anticipate
the future with predictive analytics?**



**DATA
KNOWS
BETTER**



Organizations are changing.

Decision-making must change too.

The digitalization of business and the growing importance of data make it essential to develop professionals capable of using information as a strategic asset. In a context where efficiency, innovation, and competitiveness depend on the quality of decisions, leadership requires integrating data, leveraging analytics and artificial intelligence, and applying a management perspective to strategy and operations across the entire organization.

92%

of companies plan to increase investment in AI over the next three years.

Source: McKinsey

63%

greater adaptability to change in organizations that make data-driven decisions.

Source: McKinsey

75%

EU target for companies using cloud, AI or big data by 2030.

Source: Eurostat

Experience tells us
where to look.

**Data tells us
what to see.**

This Master's Program is right for you if you are...

A Manager or Functional Decision-Maker

You lead business areas and make data-based decisions, using analytics to improve performance and drive growth.

Responsible for Business Intelligence, Analytics or Data

You aim to strengthen the link between analytical capabilities, decision support, and value creation for the business.

Responsible for Digital Transformation or Processes

You want to use data to redesign operations, accelerate change, and turn your organization into a truly data-driven one.

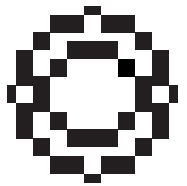
Do these dilemmas sound familiar?

Digitize the current process or redesign it with a data-first mindset?

Buy a single platform or build organizational capabilities?

Adopt AI now or first ensure strong corporate data governance?

If these questions resonate with you, this Master's Program will give you the tools to address them based on evidence, not intuition.



Why choose this master's program?

Format

Combine world-class education with your professional career. Classes are in-person and held in the Bridge Room, a pioneering facility in Portugal that allows you to occasionally join sessions remotely, ensuring a learning experience equivalent to in-person instruction.

Real-world projects

Work with partner organizations on real-world challenges, leveraging initiatives such as the NOVA Business Intelligence & Analytics Lab.

Networking

Join professionals from diverse industries who share the ambition to transform their organizations.

Immediate skills

Develop knowledge and tools that can be applied directly to your professional context, strengthening decision quality and impact.

NOVA IMS credibility

The only school in Portugal dedicated exclusively to data science, recognized with five QS Stars and programs ranked #1 in the world.

Strategic vision

More than just tools, develop a data-driven leadership approach grounded in analytical rigor.



For more information
or to apply, visit us at:

novaims.unl.pt/en



Format

Flexibility to balance with your career.



Relevant knowledge

Content tailored to the professional world.



Duration: 2 semesters

An intensive course, total of 60 ECTS.



Applied final project

Development of a project applied to real-world challenges.

High-quality training that fits your career.

We know that professionals with more than five years of experience should not put their careers on hold. The program's flexibility enables you to develop new skills without interrupting your professional activity.

Continuous and flexible learning

In-person classes, with the option to attend some sessions remotely on an ad-hoc basis, ensuring flexibility in learning without compromising the interaction with instructors and classmates.

NOVA BI & Analytics Lab

Connection to the NOVA IMS lab, focused on developing data-driven solutions and applying advanced analytics to support decision-making and address real-world challenges.

Applied Projects

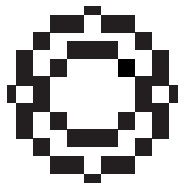
Develop projects with partner organizations and tackle real-world challenges, immediately applying the knowledge you've acquired.

Active Community

Access to a network of professionals and experts who share the same ambition.

No need to put your career on hold.

You need a program that supports and recognizes your professional growth.



Key learning areas shaping the future of organizations

Business Intelligence & Analytics

How to turn data into useful information, relevant metrics, and better-informed decisions. Explore how data science creates value in organizations.

Data Governance

Quality, security, compliance, and trust as the cornerstones for transforming data into real business value.

AI in Organizations

AI applications to support decision-making and automate operations, strengthening the competitive advantage of organizations.

Digital Transformation Strategies

Strategic positioning in organizational transformation using data and technology to gain a competitive advantage.

Business Process Optimization

Optimization and redesign of business processes based on data, technologies, and methodologies focused on efficiency and performance.

Leadership and Impact with Data

Skills for mobilizing teams, managing adoption, and fostering a data-driven culture that delivers real results.

From scattered data to impactful decisions

Integrate

What data truly matters?

Connect sources, processes, and business context to build a foundation for informed decision-making.

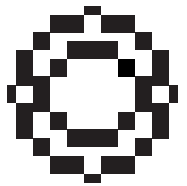
Govern

What data can we trust?

Ensure quality, security, compliance, and clear guidelines for using data with confidence.

Skills You Will Develop.

1. Understand the role of data in digital transformation and organizational competitiveness.
2. Design data governance strategies that ensure quality, security and regulatory compliance.
3. Apply analytical methodologies and technological tools to extract value from data.



This master's program prepares you across all four levels.

Being data-driven isn't about dashboards. It's about better decisions, at scale.

Decide

What insights should guide action?

Apply business intelligence, analytics, and AI to support priorities, decisions, and execution.

Transform

How to scale a data-driven organization?

Integrate analytics into processes, teams, and culture to generate sustainable value.

4. Integrate business intelligence, analytics and AI into strategic decision-making.

5. Lead the organizational change required to promote an ethical, sustainable, data-driven culture.

The goal is not to always be right.

It is to decide with information, measure outcomes, and adjust.

Designed to prepare the decision-makers of tomorrow.

The Executive Master's Program in Data-Driven Organizations addresses the need to train professionals capable of transforming data into better decisions, more efficient processes, and more competitive organizations.

This program combines strategic vision with a strong practical focus, covering business intelligence, analytics, artificial intelligence, data governance, digital transformation, process optimization, and change leadership through real-world case studies and applied projects in a business context.

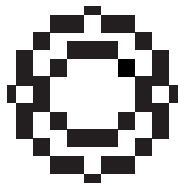
Study Plan

🌀 Spring Semester

Course Units	Duration	ECTS
Artificial Intelligence in Business	Quarterly	4
Business Intelligence and Analytics	Quarterly	4
Business Processes Optimization	Quarterly	4
Data Governance	Quarterly	4
Data Value Creation Use Cases	Quarterly	4
Digital Transformation Strategies	Quarterly	4
Leadership, Change and Impact	Quarterly	3
New Horizons	Quarterly	3

🌀 Fall Semester

Course Units	Duration	ECTS
Final Work Project	Semester	30
Total	2 semesters	60 ECTS



Program Directors



**Miguel
de Castro Neto**

**Jorge Carrola
Rodrigues**

Miguel de Castro Neto is a Professor and Dean of NOVA IMS. As Coordinator of the NOVA Business Intelligence & Analytics Lab, he leads data-driven innovation and transformation projects in the public and private sectors. Jorge Carrola Rodrigues is a Professor at NOVA IMS and program coordinator in the areas of Digital Transformation and Innovation, with a focus on the connection between technology, business, and organizational impact.

**Make decisions
based on evidence,
not intuition.**

**BECOME A
DATA-DRIVEN
LEADER**

Contacts

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About NOVA IMS.

The NOVA Information Management School (NOVA IMS), part of NOVA University Lisbon, is the only school in Portugal dedicated exclusively to data science and a leading institution in Data Science, Information Management, and Information Systems. It is internationally recognized, with its Master's in Information Management ranked #1 in the world by Eduniversal and awarded five QS Stars. With strong ties to the market and a practical, interdisciplinary approach, it combines teaching, research, and innovation to create value from data. It has an international network of partners and alumni, preparing professionals to thrive in a global, data-driven environment. Through applied research, it develops innovative solutions and supports decision-making in organizations.



NOVAIMS INFORMATION
MANAGEMENT
SCHOOL



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