



INTERNATIONAL
UNIVERSITY
OF MONACO

General University Policies

&

Programs Handbook

2020-2021

This General University Policies & Programs Handbook is intended to provide the framework in which students can carry out their studies at the International University of Monaco (IUM).

They apply to all degree programs delivered by the International University of Monaco, they are effective as of September 2020.

An electronic version of this document is provided to all registered students, who, by completing their Online Administrative Registration, accept to abide by these rules. It is the responsibility of each student to familiarize him/herself with the content of this document and to use it as a reference whenever necessary.

The present policies were approved by IUM Program Management Committee in July 2020.

IUM reserves the right to change the policies contained in this document. Changes may be made through an addendum where deemed necessary. Notice is not required for a new policy to take effect, however IUM will make reasonable efforts to notify students promptly of any policy changes through the university intranet or email postings, mail distributions, or other methods deemed appropriate by IUM Administration.

Students are responsible for staying apprised of changes to the policies.

Table of contents

Table of contents.....	5
1 INTRODUCTION.....	5
1.1 The International University of Monaco	5
1.2 Mission Statement.....	5
1.3 Educational Philosophy	5
1.4 Ethics Policy and Code of Conduct	6
2 GENERAL POLICIES.....	8
2.1 Campus Policy	8
2.1.1 Access to University Facilities.....	8
2.1.2 No Smoking Policy	8
2.1.3 Eating and Drinking	8
2.1.4 Alcohol and Drug Policy.....	8
2.1.5 Damage to University Property	8
2.1.6 Reporting Health or Safety Hazards	8
2.1.7 Fire & Confinement Regulations	9
2.1.8 Medical Responsibility and Risks.....	9
2.1.9 Health Insurance.....	9
2.1.10 Civil Responsibility/Liability Insurance	9
2.1.11 Behavior towards Staff, Faculty Members and Fellow Students	9
2.1.12 Dress Code.....	10
2.1.13 Appropriate Use of Computer Facilities and Responsibility of Users.....	10
2.1.14 Intellectual Property.....	10
2.1.15 Use of the University Logo and Representation.....	10
2.2 Special Needs and Learning Disabilities Policy	10
2.2.1 Learning Difficulties.....	10
2.2.2 Other Disabilities	10
2.3 Academic Integrity.....	11
2.3.1 Standards of Academic Honesty.....	11
2.4 Disciplinary Committee and Sanctions	11
3 ADMINISTRATIVE MATTERS	13
3.1 Official Documents	13
3.1.1 Student Cards	13
3.1.2 School Certificates.....	13

Table of contents

3.1.3	Grade Reports.....	13
3.1.4	Diplomas.....	13
3.1.5	Misrepresentation of Student Records	14
3.2	Student Personal Data	14
3.2.1	Personal Data Protection.....	14
3.2.2	Students Right to Access and Modify Their Personal Information.....	14
3.2.3	Disclosure of Student Information	14
3.3	Payments, Refunds and Financial Aid	15
3.3.1	Tuition and Fees	15
3.3.2	Refund Policy	15
3.3.3	Late Payment Penalties	17
3.3.4	Financial Aid	18
3.4	Complaints	18
3.4.1	Grievance Procedure	18
3.4.2	Other Complaints	19
4	BACHELOR PROGRAM - SPECIFICATIONS & REGULATIONS	20
4.1	Bachelor Program Description.....	20
4.1.1	Program Specifications.....	20
4.1.2	Learning Goals and Objectives	21
4.1.3	Teaching Methodology.....	21
4.1.4	Program Structure	22
4.1.5	Program Outline	25
4.2	Admission to the Bachelor Program	30
4.2.1	Admission Eligibility Requirements	30
4.2.2	Admission Criteria	30
4.2.3	Application and Admission Process.....	30
4.2.4	Transfer Students	32
4.3	Bachelor Academic Rules	33
4.3.1	Choice of Track, Change of Track	33
4.3.2	Study Abroad	33
4.3.3	Choice of Third Year Specialization, Change of Specialization	34
4.3.4	Internship	34
4.3.5	Length of Studies	34
4.3.6	Leave of Absence.....	35

Table of contents

4.3.7	Withdrawal	35
4.3.8	Class Attendance and Behavior	35
4.3.9	Attendance	35
4.3.9.1	Lateness.....	36
4.3.9.2	Class Behavior and Participation	36
4.3.9.3	Quizzes, Tests and Exams	37
4.3.10	Academic Progress	37
4.3.10.1	Modules and Credits.....	37
4.3.10.2	Grading System.....	37
4.3.10.3	Remedial Exam Sessions.....	41
4.3.10.4	Grading Scale	41
4.3.10.5	Grade Appeal Procedure	42
4.3.10.6	Academic Jury.....	42
4.3.11	Graduation Requirements.....	42
5	MASTER OF SCIENCE PROGRAMS – SPECIFICATIONS & REGULATIONS	44
5.1	MSc Programs Specifications.....	44
5.1.1	Sequence of courses.....	44
5.1.2	Double-degree options.....	45
5.2	Teaching Methodology	45
5.3	MSc Program Descriptions.....	46
5.3.1	Master of Science in Finance (MScFIN)	46
5.3.2	Master of Science in International Management (MScIM).....	50
5.3.3	Master of Science in Sport Business Management (MScSBM)	52
5.3.4	Master of Science in Luxury Management (MScLUX)	54
5.3.5	Master of Science in Marketing (MScMKT).....	57
5.4	Admission to the MSc Programs	59
5.4.1	Admission Eligibility Requirements	59
5.4.2	Admission Criteria	59
5.4.3	Application and Admission Process.....	59
5.5	MSc Programs Academic Rules	61
5.5.1	Choice of Specialization, Change of Specialization	61
5.5.2	Choice of Capstone Project	61
5.5.2.1	Professional Internship.....	61
5.5.2.2	Research Thesis	62

Table of contents

5.5.2.3	Applied Research Project	62
5.5.2.4	Entrepreneurial Project	62
5.5.3	Length of Studies	63
5.5.4	Withdrawal	63
5.5.5	Class Attendance and Behavior	64
5.5.5.1	Attendance	64
5.5.5.2	Lateness	64
5.5.5.3	Class Behavior and Participation	65
5.5.5.4	Quizzes, Tests and Exams	65
5.5.6	Academic Progress	66
5.5.6.1	Modules and Credits.....	66
5.5.6.2	Grading System.....	66
5.5.6.3	Remedial Exams Sessions	69
5.5.6.4	Grading Scale	69
5.5.6.5	Grade Appeal Procedure	70
5.5.6.6	Academic Jury.....	70
5.5.7	Graduation Requirements.....	70
6	MBA PROGRAM - SPECIFICATIONS & REGULATIONS.....	71
6.1	MBA Program Description	71
6.1.1	Learning Goals and Objectives	71
6.1.2	The Monaco MBA Curriculum	71
6.1.3	Pedagogy	73
6.1.4	Program Structure and Delivery Modes.....	74
6.1.5	Program Outline	75
6.2	Admission to the Monaco MBA Program	78
6.2.1	Admission Eligibility Requirements	78
6.2.2	Admission Criteria	78
6.2.3	Application and Admission Process.....	78
6.3	MBA Academic Rules.....	80
6.3.1	Choice of Delivery Mode and of Pace of Studies.....	80
6.3.2	Change of Delivery Mode and/or of Pace of Studies	80
6.3.3	Length of Studies	80
6.3.4	Leave of Absence.....	81
6.3.5	Course Registration	81

Table of contents

6.3.6	Module Withdrawal.....	82
6.3.7	Program Withdrawal	82
6.3.8	Student Attendance and Behavior	82
6.3.9	Quizzes, Tests and Exams	83
6.3.10	Academic Progress	84
6.3.10.1	Modules and Credits.....	84
6.3.10.2	Grading System.....	84
6.3.10.3	Grading Scale	86
6.3.10.4	Grade Appeal Procedure	87
6.3.10.5	Academic Jury.....	87
6.3.10.6	Graduation Requirements.....	87
7	DBA PROGRAM - SPECIFICATIONS & REGULATIONS	89
7.1	DBA Program Description	89
7.1.1	Learning Goals and Objectives	89
7.1.2	The DBA Curriculum	89
7.1.3	Program Outline	91
7.1.4	Program Structure and Delivery	92
7.1.5	Pedagogical Method.....	95
7.2	Admission to the DBA Program.....	95
7.2.1	Admission Eligibility Requirements	95
7.2.2	Admission Criteria and Process	95
7.2.3	Application and Admission Process.....	96
7.3	DBA Academic Rules	97
7.3.1	Progression in the Program	97
7.3.2	Length of Studies	99
7.3.3	Leave of Absence.....	99
7.3.4	Course Registration	100
7.3.5	Module Withdrawal.....	100
7.3.6	Program Withdrawal	100
7.3.7	Student Attendance and Behavior	100
7.3.8	Academic Progress	101
7.3.8.1	Modules and Credits.....	101
7.3.8.2	Grading System.....	101
7.3.8.3	Grading Scale	102

Table of contents

7.3.8.4	Grade Appeal Procedure	102
7.3.8.5	Academic Jury.....	103
7.3.8.6	Graduation Requirements.....	103
8	APPENDIXES	105
8.1	APPENDIX A – Acceptable Use Policy for IT Resources / Equipment.....	107
8.2	APPENDIX B – Library Rules.....	117
8.3	APPENDIX C – Information on Personal Data Protection.....	120

1 INTRODUCTION

1.1 The International University of Monaco

The International University of Monaco (IUM) is a private institution of higher education founded in 1986 in the Principality of Monaco. Since 2010 IUM is part of *Groupe INSEEC (INSEEC U.)*, one of the largest French based educational groups.

IUM is granted license to deliver diplomas by the Government of Monaco. It offers degree programs at Bachelor, Master and Doctoral levels. IUM diplomas are recognized by the Government of Monaco (latest renewal by Ministerial Act n. 2018-300 of April 4, 2018).

1.2 Mission Statement

IUM educates highly skilled and responsible business leaders from all over the world in the fields of high-value activities particularly in Luxury, Hospitality, and Financial Services.

IUM offers outstanding teaching in its small, connected, stimulating, cross-cultural environment fostering an entrepreneurial spirit, collaborative work, experiential learning, and mutual understanding among students, faculty and staff.

IUM stands for educational quality through research devoted to the advancement and dissemination of management knowledge in high-value activities to improve managerial practices. It conducts its research activities in close connection with the local and international business community, encouraging innovation, corporate social responsibility, and sustainable development.

IUM contributes to the internationalization of the academic institution to which it belongs, *Groupe INSEEC*, and to the Principality of Monaco's attractiveness and dynamism.

1.3 Educational Philosophy

IUM seeks to educate and prepare students for successful careers in the business world.

The University achieves this objective through the study of a comprehensive academic curriculum in an environment that integrates theory, research, and application. A faculty body composed of both scholars and practitioners guides students through their academic programs so that they can learn and understand how formal knowledge and practice operate to inform and enrich each other.

IUM has developed a teaching philosophy based on **five learning principles**:

Individual attention: Interactive learning, online support, and small classes accommodate a variety of learning styles, with timely formative feedback reinforcing the learning process and personal development.

INTRODUCTION

Balance of theory and application: With both academics and professionals using innovative teaching techniques and online technologies based around lectures, case studies, group projects, and business simulations, students are readily able to apply management theories and models in real life settings.

Active learning: Professors create a dynamic, interactive, hands-on learning environment that encourages and expects active engagement from students. Case studies, class discussion, debate, and online forums are commonly used across the curriculum to enhance students' analytical, creative and problem-solving skills.

Cooperative and collaborative learning: Regular group projects allow students to apply their knowledge to new situations while developing their skills in leadership, communication, and teamwork.

Multicultural learning: Building on the cultural diversity of the student body and faculty, students learn to respect cultural diversity and to negotiate and capitalize on the richness that different perspectives bring to management decisions.

IUM's instructional methodology emphasizes the integration of various disciplines and skills through interdisciplinary projects and assignments, as well as a practical approach, real-world applications, and experiential learning.

The University integrates learning technology in its teaching through IUM's online course platform. This tool allows students to easily access course materials, interact with instructors and classmates, and complete coursework online and in any location.

1.4 Ethics Policy and Code of Conduct

This ethics policy is binding upon the entire University community: members of the teaching, administrative and technical staff, the student body, and all other stakeholders.

Statement of Ethical Values

IUM's four core values underpin our institution:

EXCELLENCE - We will continuously strive to nurture a culture of excellence in everything we undertake.

INTEGRITY – We will be fair and honest in our dealings with and on behalf of the University.

RESPECT – We will respect the rights, dignity, views and property of others.

RESPONSIBILITY – We will be individually accountable for all our decisions and for our conduct in compliance with all applicable laws, regulations and University policies.

Code of Ethical Conduct

In fulfilling the University mission and in respecting our ethical values, we commit to:

INTRODUCTION

- Uphold the highest standards of intellectual honesty and integrity in learning, teaching, research, and community service.
- Treat everyone, regardless of level or circumstance, with dignity and respect.
- Maintain open and truthful communications.
- Avoid all forms of violence, intimidation or conduct that in any way interferes with the freedoms and rights of others.
- Refrain from all sorts of sexual or psychological harassment.
- Refrain from any sort of discrimination on social, gender, racial, religious, ethnic, sexual orientation or any other grounds.
- Foster cross-cultural understanding, and value and embrace diversity of all kinds.
- Respect and preserve the quality of the academic facilities, computer facilities and public space.
- Use the university computer facilities in an ethical and legal manner as stipulated in the university IT charter (the ***Acceptable Use Policy for IT Resources/Equipment***, appendix A).

Failure to comply with these standards of conduct will subject an individual to disciplinary action that will be addressed to the Disciplinary Committee that will make the appropriate decision regarding the applicable sanctions, possibly leading to dismissal from the University.

2 GENERAL POLICIES

2.1 Campus Policy

2.1.1 Access to University Facilities

Access to IUM facilities is controlled and regulated through electronic portals. Students must present their student card to open a portal. Student cards are strictly personal and should not be given to another person, including another IUM student or member of staff or faculty. The personnel at the reception desk may request the verification of the identity of a person trying to access the building. Students are strictly forbidden to let external people into the building. No animals are allowed in the building. Any breach to these rules will be brought to the attention of the Disciplinary Committee who determines the appropriate sanction.

2.1.2 No Smoking Policy

IUM provides a non-smoking work and study environment. Smoking is not allowed anywhere in the University. This policy applies to all forms of smoking, including electronic cigarettes. University users who smoke in the immediate vicinity of the university entrances are required to use the appropriate ashtrays and not throw cigarette butts on the floor.

2.1.3 Eating and Drinking

Eating and drinking, with the exception of water, are not allowed in the University outside of the areas explicitly dedicated to this. It is a shared responsibility of students, faculty, and staff to maintain a clean and pleasant environment at the University and on its immediate surroundings.

2.1.4 Alcohol and Drug Policy

Alcohol consumption, possession, purchase, and delivery are strictly forbidden in and around the University. An exception to this policy may be made for IUM special events subject to prior authorization by IUM General Director.

The use, sale, or distribution of drugs is strictly prohibited, is subject to disciplinary action, and can result in dismissal from the University.

Students must also comply with the laws of the Principality of Monaco at all times.

2.1.5 Damage to University Property

Individuals damaging University property will be charged for the repair. Intentional damage to University property or information systems are subject to disciplinary action and may lead to dismissal from the University.

2.1.6 Reporting Health or Safety Hazards

Students should immediately report health or safety hazards, or any accident or injury – no matter how slight – to the relevant IUM staff member.

In the event of an assault victims or witnesses should immediately contact an IUM staff member and if appropriate call the Monaco Sûreté Publique. The emergency police telephone number is 112

GENERAL POLICIES

(mobile phone) or 17 (first dial "0" from a staff telephone). These numbers can be dialled free of charge.

2.1.7 Fire & Confinement Regulations

Each member of the IUM community is responsible for keeping all University space free of fire hazards and becoming familiar with fire equipment and fire exits.

In case of fire, sound the nearest fire alarm and if possible inform a staff member and/or call the fire department by dialing 18 (first dial "0" from a staff telephone).

Whenever a fire alarm rings, students, staff, faculty and guests must immediately evacuate the University taking the stairs (not the elevators), and gather on the esplanade in front of the University. Evacuation exercises are carried out regularly to ensure that everyone is familiar with fire emergency procedures.

A different ring tone characterizes the confinement alarm. Whenever this alarm rings, students, staff, faculty and guests have to stay in the classroom. Students who do not have class at this moment but are in the premises must join the closest classroom or office.

2.1.8 Medical Responsibility and Risks

When enrolling at IUM, a student accepts full financial responsibility for all medical treatment and care and/or disability costs for any illness and/or injury incurred while on campus or at an IUM-affiliated site.

Students must adhere to standard health policies at their respective facilities while on practicum or internship.

The student understands that neither IUM nor the affiliated practicum or internship facilities carry medical insurance coverage for IUM students. IUM will not accept responsibility for medical or other costs incurred by sick or injured students while on an IUM location, or on practicum or internship.

2.1.9 Health Insurance

Students are required to provide evidence of sufficient health insurance coverage valid for their period of study at IUM. Company names may be proposed to students, students should contact Student Services for more information.

2.1.10 Civil Responsibility/Liability Insurance

Students are required to have personal responsibility liability insurance that covers them in case of damage caused to a third party or to themselves.

2.1.11 Behavior towards Staff, Faculty Members and Fellow Students

Students are expected to conduct themselves both inside and outside the university premises (in particular during school visits or trips) in a polite and respectful way towards any constituency of the school. They should address staff faculty and fellow students both orally and in writing (including emails and other electronic channels of communication) in a respectful way avoiding any language that may be offensive or intimidating, in compliance with the Code of Ethical Conduct. The same rules apply during student internships within a company or organization. Any inappropriate behavior will be subject to sanction by the Disciplinary Committee.

GENERAL POLICIES

2.1.12 Dress Code

Students are expected to dress decently and appropriately within the school premises, as defined by business casual. Hats and sunglasses must be taken off in the classrooms. On certain occasions business attire is recommended (e.g. for formal class presentations, interviews with company representatives, and business networking events). Any ostentatious religious sign should be avoided in respect of openness of views and beliefs.

2.1.13 Appropriate Use of Computer Facilities and Responsibility of Users

Computers and network accounts are owned by IUM and are reserved for students, faculty, and staff who are working on University-related matters. The use of hardware and software must comply with the rules specified in the **Acceptable Use Policy for IT Resources / Equipment** published as a separate document (see appendix A).

2.1.14 Intellectual Property

Students must not reproduce, download, copy, distribute, modify or use documents, images, photographs, software, databases, web pages or other creations protected by copyright or exclusive rights, without prior authorization of the holders of these rights.

Students must comply with intellectual property legislation in force. Infringement of intellectual property rights may expose the infringer to pay the right holder adequate damages to compensate the injury.

2.1.15 Use of the University Logo and Representation

The use of IUM logo, brand and image are protected and strictly forbidden without the explicit authorization of IUM General Director. Any student who uses IUM image or pretends to represent IUM in dealings with a third party without prior explicit authorization is subject to disciplinary and legal sanctions.

2.2 Special Needs and Learning Disabilities Policy

2.2.1 Learning Difficulties

IUM allows students with a documented learning difficulty an additional 20% of time to complete examinations. For in-class examinations, the University may provide a laptop computer if students are not permitted to use their own laptop.

In order to benefit from this policy, students should declare their leaning difficulty during the Online Administrative Registration process and provide the Academic Administration Office within the first month of the program start with an **original** document from a professional such as a doctor, psychologist, or speech therapist that describes the learning difficulty and the recommended pedagogical approach. Only documents in English or French or accompanied by an official translation in one of these languages can be accepted.

2.2.2 Other Disabilities

IUM is committed to providing qualified students with a disability an equal opportunity to access the benefits, rights, and privileges of IUM services, programs, and activities in compliance with Monegasque laws and statutes. Students who believe they need disability-based accommodations should contact the Student Services Office as early as possible to determine appropriate action.

GENERAL POLICIES

IUM makes every effort to accommodate qualified students with disabilities and in supporting their success at IUM within the limitations of its facilities and resources.

2.3 Academic Integrity

In line with its ethics policy, IUM fosters and expects the highest standards of academic honesty among its students, faculty and administration. The University views any form of academic dishonesty as an unacceptable form of conduct subject to disciplinary action.

2.3.1 Standards of Academic Honesty

Academic dishonesty includes, but is not limited to **plagiarism, cheating, unauthorized collaboration, falsification**, such as:

- Presenting as one's own work the ideas of another, imitating the language, ideas, and thoughts of another author or paraphrasing another author without properly citing and referencing the original sources.
- Falsifying data and citations for a project, an assignment, or an exam.
- Sharing individual homework or projects with another student.
- Violating any clearly stipulated instructions for homework, tests, examinations, or projects.
- Using notes, texts, paper or electronic aids, and any sort of connected devices during a quiz or an examination, except material explicitly authorized by the professor prior to the start of the quiz/examination.
- Accessing someone else's examination, test, quiz, research paper, homework, computer disk, etc.
- Knowingly permitting another student to read or copy an examination, quiz or any individual assignment.
- Taking an examination or writing a paper for another person.
- Stealing or trying to access an examination paper before the exam.
- Turning in the same or very similar paper or project to two courses without consulting with both professors.
- Knowingly making a false statement to any faculty or staff member.

Faculty and staff must report any suspected breach of the IUM General Academic Honesty policy to the Academic Administration Office who will refer the case to the Disciplinary Committee.

Records of academic dishonesty remain on student files. Repeated occurrences of academic dishonesty may lead to suspension or dismissal from the University.

2.4 Disciplinary Committee and Sanctions

GENERAL POLICIES

Students who breach behavioral rules will be addressed to the Disciplinary Committee. The Disciplinary Committee consists of the General Director or his representative, who acts as president of the committee, the Program Director of the program in which the student is enrolled, one professor not directly involved in the case under discussion and any other person who can contribute to the appraisal of the situation.

A meeting of the Disciplinary Committee may be called by simple request of a Program Director, or by the General Director whenever a case arises. After careful evaluation of all the elements and possibly a hearing of the parties involved the Disciplinary Committee will determine appropriate sanctions.

Possible sanctions include the following:

a) In cases of academic dishonesty:

- A disciplinary warning with permanent copy in the student's file
- A grade sanction (from a zero grade for the assignment or examination; to a failing grade for the entire course)
- Temporary suspension for one or more terms
- Dismissal from the university

b) In case of disruptive behavior:

- A disciplinary warning with permanent copy in the student's file
- Temporary suspension for one or more terms
- Dismissal from the university

c) In case of non-respect of Library rules (in Appendix B):

- Payment of charges corresponding to lost or damaged Library items plus a processing fee of 10 euro per item
- Suspension from the Library loan service
- Suspension of access to the university online platform and services.

Any decision of the Disciplinary Committee will be communicated to the student in writing by email with delivery receipt. A student may appeal a decision of the Disciplinary Committee within 15 days from the receipt of the notification in writing to the General Director. The decision of the General Director is final.

3 ADMINISTRATIVE MATTERS

3.1 Official Documents

3.1.1 Student Cards

All new students receive a student card when they start in a program. Returning students in a given program will receive a sticker of the new academic year to put on their existing card. Student cards are strictly personal and nontransferable, they should not be given to another person, including another IUM student or member of staff or faculty. In case of loss of their card, students must inform immediately IUM Academic Administration Office. The replacement and processing costs of the new card will be at the charge of the student. A new student card cannot be ordered prior to the payment of the corresponding replacement fee. In case of theft, subject to the presentation of a police report, the card will be reprinted free of charge.

Student cards allow students to access the building and to use the printers/copiers within IUM facilities. When the initial printing quota is reached, students can recharge their account. Any quota remaining at the end of the academic year or at the end of the program of studies cannot be deferred or refunded.

3.1.2 School Certificates

School Certificates for the current academic year are available on the student intranet for registered students from the beginning of the academic year. The access to such document may be restricted in case of outstanding debt to IUM and is accessible for the current year only.

We recommend students to download and keep a copy of their school certificate for each academic year.

3.1.3 Grade Reports

Grade reports are available on the student intranet and sent by email to students:

- A Temporary Semester Grade Report is sent at the end of a semester, once grades are validated, and before remedial examinations.
- A Final Semester Grade Report is sent after remedial examinations have been taken and the grades have been validated.
- The Annual Grade Report is sent after the Academic Jury has met.

Grade reports or other official documents may not be issued to students who has an outstanding debt with the University.

3.1.4 Diplomas

Diplomas are printed and signed once per year and are delivered at the annual Graduation Ceremony. Students who are unable to participate in the ceremony need to request in writing to the Academic Administration Office that their diploma be sent to the address they will indicate. In any case, diplomas cannot be delivered prior to the Graduation Ceremony.

ADMINISTRATIVE MATTERS

A certificate of graduation may be delivered to students who request it between the date of the Graduation Jury decision and the actual delivery of diplomas.

Newly graduates have a maximum timeframe of thirty (30) days from the date of actual delivery of the diploma to notify to IUM Academic Administration Office in writing of any error that might have occurred when printing the diplomas. Beyond this delay no corrections will be possible.

No duplicate of diplomas can be delivered.

3.1.5 Misrepresentation of Student Records

Students who misrepresent their academic results or falsify official documents are subject to disciplinary sanctions.

3.2 Student Personal Data

3.2.1 Personal Data Protection

IUM maintains a database of student personal and educational information for the purpose of program administration and degree delivery. Such data are maintained in compliance with the current applicable laws and regulations on personal data protection and most notably Regulation No. 2016/679, dated 27 April 2016 (General Data Protection Regulation - GDPR) and Act n°1. 165, dated 1993/12/23 as amended (Monaco CCIN). We refer the reader to the school's Information on Personal Data Protection notice and to the INSEEC U. Privacy Policy available at <https://www.inseec-u.com/legal-notice/?lang=en>.

3.2.2 Students Right to Access and Modify Their Personal Information

A student has the right to access his or her personal information through the university intranet or by requesting inspection of his or her personal data from the Academic Administration Office.

When necessary a student may request correction of his or her personal records in writing to the Academic Administration Office by providing documented evidence of the change requested.

In compliance with the above-mentioned laws and regulations applicants and students have the right to access, rectify, modify, restrict processing as well as to data portability and to erasure of their Data. The right of erasure will not apply if the processing has been set up by the university to meet a legal obligation.

We refer the reader to the university's **Information on Personal Data Protection** notice (appendix C).

3.2.3 Disclosure of Student Information

Students who do not wish their academic, financial, or personal records to be disclosed to parents, guardians, or the person responsible for tuition payment must inform the Academic Administration Office in writing.

3.3 Payments, Refunds and Financial Aid

3.3.1 Tuition and Fees

Current applicable tuition and fees are published on IUM website at www.monaco.edu. Tuition and fees differ for each year of a given program and are subject to change from one academic year to the next.

Under certain conditions - Monegasque citizenship or residency at the time of application, being family member (sibling, child or parent) of a current IUM student, being an IUM Alumnus - a student is eligible to a reduction on tuition. Such conditions are not cumulative and must be notified and documented to the admissions officer at the time of admission. In case of family members, only the second and subsequent members enrolled are eligible to the reduction.

Annual tuition is payable in instalments as indicated in the Offer of Admission for new students or in the payment information sent before the start of the academic year to returning students who are already enrolled in a program.

Payments can be made by different methods as indicated below, please note that no cash payments of an amount above 1500 Euro can be accepted for a student in a given academic year.

The name of the student should be clearly indicated on all payments by check or wire transfer:

<p>by bank wire transfer to the following account:</p> <p>Account holder: IUM –INTERNATIONAL UNIVERSITY OF MONACO Bank Name: SOCIETE GENERALE MONACO FONTVIEILLE Bank Address : 11, AVENUE DES PAPALINS, MC 98000 MONACO Bank Code: 30003 Agency Code: 00952 Account Number: 00020081646 -KEY 41 Address Swift (Code BIC): SOGEMCM1 International ID (IBAN): MC58 30003 00952 00020081646 41 Please indicate the student's name on all payments.</p>	<p>by check in Euro made to the order of IUM and addressed to:</p> <p>International University of Monaco, Accounting Office 14 rue Hubert Clerissi MC 98000 Monaco</p> <p>Note: Checks in a different currency will have a processing fee charged by the bank. In addition, exchange rates may fluctuate from the date of issuing to the day of payment, causing a difference in the amount actually perceived by IUM. Before issuing a check please contact your bank for details.</p>
<p>by credit card at the Accounting Office, during IUM office hours:</p> <p>Please note that a commission fee depending on the type of credit card will apply.</p>	<p>by cash at the Accounting Office, during IUM office hours:</p> <p>No cash payments of an amount above 1500 Euro can be accepted for a student in a given academic year.</p>

3.3.2 Refund Policy

Students who wish to defer their start in the program or to withdraw from a program may be eligible to partial or full refund of tuition and fees already paid. Eligibility for refund is determined by the Payments and Refund Commission based on the written official notification date and according to the below refund rules. Exceptional mitigating circumstances may be taken into account when determining the refund.

Withdrawal from a degree program must be notified in writing to IUM Academic Administration Office (academicadmin@monaco.edu). The date of receipt of the written notice is considered the official withdrawal date.

ADMINISTRATIVE MATTERS

Refunds will be made by wire transfer only to the person or organization that paid the tuition. No cash refunds over 100 Euro are possible. If no written notification of withdrawal is provided, no refund can be made.

Table 3.1

Refund guidelines for degree programs		
Application Fee	Non-refundable	n/a
First instalment (enrollment fee):	Withdrawal 3 months or more prior to the program start date (as indicated in the Certificate of Admission).	50% refund
	Withdrawal less than 3 months prior to the program start date (as indicated in the Certificate of Admission).	no refund
	<i>Exceptional circumstances such as visa refusal or failing to obtain previous required degree may be taken into account when determining refund, provided the student has provided official documentation of such situations. <u>The enrollment fee is not refundable in case of deferral.</u></i>	
Other instalments	Regardless of the payment option chosen, refunds are calculated from the date of written notification of withdrawal and <u>according to the deadlines indicated in the most extended payment option:</u>	no refund
	<ul style="list-style-type: none"> - amounts past due at the date of the written notification of withdrawal - any other amount already paid 	100% refund

Table 3.2:

Refund guidelines for Summer School and ESL		
Enrollment fee	Withdrawal 1 week or more prior to the program start date	100% refund
	Withdrawal less than 1 week prior to the program start date or after the program start date	no refund
Other instalments	Withdrawal 1 week or more prior to the program start date	100% refund
	Withdrawal less than 1 week prior to the program start date	100% refund
	Withdrawal after the program start date	no refund

ADMINISTRATIVE MATTERS

Special cases of refund:

- **Dismissals:** In the extreme circumstance of a student dismissal, the IUM *Payments and Refund Commission* may decide on the possibility of refund of tuition and fees already paid by the student.
- **Deferrals:** After enrollment in a program and before the start of courses, any request of deferral to the following program intake must be made in writing to IUM Admissions Office (admissions@monaco.edu). Such deferrals, if accepted, may give rise to a partial refund of tuition according to the Refund Guidelines indicated above and / or to a credit for future tuition payment. Namely, amounts already paid and past due at the date of the written request of deferral (according to the deadlines indicated in payment option B) are nonrefundable. Any other amount already paid can be credited towards future tuition or refunded at the student's request. The enrollment fee is not refundable in case of deferral.
- **Leave of Absence / Temporary interruption of studies:** Temporary interruption of studies (Leave of Absence) caused by accident or sudden and serious illness or other serious reason may be the basis for partial credit of tuition, as described below:

Guidelines for Leave of Absence requests	
Leave of Absence requested within the first two months of the semester start	Credit of tuition used toward future terms tuition.
Leave of Absence requested after the first two months of the semester start	No refund and no credit toward future terms tuition. Tuition and fees prices in force once the student comes back from Leave of Absence will apply.

3.3.3 Late Payment Penalties

The default payment options and deadlines are indicated in the Offer of Admission terms and conditions or, for already enrolled students, in the payment information document sent to students individually. If payment is not received by the stated deadlines a late payment fee equal to 1.5% of the past due amount will accrue per month of delay, starting from the day after the missed deadline.

Any special request or problems regarding payments are dealt with by IUM *Payments and Refund Commission* that meets on a regular basis.

Students who face particular situations (e.g. student loan) and wish to request other payment schemes should contact the Accounting Office at accounting@monaco.edu **before** the first payment deadline. Failing to respect an agreed payment schedule may entail sanctions going from exclusion from certain university services and resources to dismissal from the university.

ADMINISTRATIVE MATTERS

3.3.4 Financial Aid

IUM offers a number of scholarships to assist students in funding their studies. In addition, some of the best financing options available to prospective students may also be found in their country of origin or residence.

While some students receive aid from the University in the form of scholarships, through sources in their home countries, or through sponsorship by their company, most use personal savings or take out loans in order to finance their tuition and living expenses while at IUM.

To help assess the financial obligations required to attend IUM candidates must first acquaint themselves with the program tuition and fees and an estimate of living expenses (please refer to our website for applicable amounts). While the Office of Admissions will do its best to assist candidates in meeting their financial needs, the responsibility of financing their degree ultimately lies with the student.

Candidates who wish to apply for a scholarship should submit a completed Scholarship Application Form available on IUM website at www.monaco.edu after they have applied for admission. Scholarships are usually awarded at the time of admission; no scholarships are available after enrollment.

Scholarship recipients will have their scholarship amount deducted from the total tuition due for their program. The amounts and dates of the adjusted instalments are reflected in the invoice sent to the student. In case of non-respect of such deadlines, late payment penalties will apply.

3.4 Complaints

3.4.1 Grievance Procedure

The below grievance procedure provides a fair and efficient method of resolution to alleged violations of IUM policy. A formal grievance should be used when all informal means have been exhausted.

N.B. This procedure does not apply to grades or to student cases of suspected cheating or plagiarism. Please see respectively the grade appeal procedure for information on the grade section and the academic integrity section.

- Anyone with a grievance (students, faculty, or staff) may request an individual meeting with the instructor or staff member with whom the incident occurred to discuss the matter.
- If a satisfactory resolution to the problem is not reached, the aggrieved party should seek guidance from his supervisor or the relevant Program Director.
- If the previous steps have not solved the grievance within five working days of the incident the aggrieved party must present all the facts of the grievance in writing to the Dean.
- The Dean will schedule a Grievance Committee hearing within ten working days of receipt of the written information. The Committee will consist of the Program Director or supervisor, the Dean, and one staff or faculty member not involved in the incident in question.
- All persons or their representatives involved in the incident must be present at the time of the hearing. All parties involved will have the opportunity to discuss the grievance.

ADMINISTRATIVE MATTERS

- The Grievance Committee will immediately review and conclude the case and will communicate its decision to those involved in the incident within 48 hours. The Committee's decision will be final.
- The aggrieved party has one calendar year from the date of the incident to initiate the grievance procedure. No complaints can be made after a student has graduated and received his or her degree.

3.4.2 Other Complaints

Complaints concerning general academic matters can be made to:

Directorate of National Education, Youth, and Sports
Avenue de l'Annonciade
MC 98000 MONACO

Complaints relative to personal data protection can be made to:

Commission de Contrôle des Informations Nominatives (CCIN)
12, avenue de Fontvieille
MC 98000 MONACO

4 BACHELOR PROGRAM - SPECIFICATIONS & REGULATIONS

4.1 Bachelor Program Description

4.1.1 Program Specifications

The **Bachelor of Business Administration** (BBA) is an undergraduate degree program in business management addressed to an international student body recently graduated from high school. The program is worth 90 US semester credits (equivalent to 180 ECTS), and is delivered over three years, each divided into two semesters of study.

The first three semesters are devoted to foundational management courses, track specific courses according to the path chosen (Business Management or Marketing & Communication), and a common general education component that develops students' personal and communication skills. During their second year students go abroad for one semester to study at one of the university's partner institutions broadening their horizons and enhancing their international exposure. In the third year, back at IUM, students complete the common core and choose a specialization module to deepen their knowledge in a given domain¹. The specialization modules currently offered are the following:

- Global Business
- Communication & Event Management
- Luxury Marketing, Sales and Services
- Sport Business Management
- International Finance
- Monaco Banking and Financial Services (apprenticeship format, 3 days at work and 2 days in class per week, subject to admission restrictions, see admission section).

An experiential component including a mandatory long internship at the end of the curriculum and an optional summer internship provides the opportunity to acquire first-hand experience and to apply the knowledge acquired in class in a real-world work environment.

In addition, students with good academic results may opt after the first semester for an additional component, the Honors Track, leading to the degree of **Bachelor of Business Administration – Honors Track** (BBA-Hon) worth 120 US semester credits (equivalent to 240 ECTS). This track includes additional modules, as well as a second mandatory internship and an individual capstone project allowing the student to obtain the equivalent of a 4-year degree in three years of study.

The Bachelor of Business Administration prepares graduates for a broad range of business careers in diverse fields of activity. Typically, approximately half of a graduating class enter in the professional life immediately upon graduation while the others pursue their studies in a specialized master program.

¹ Students entering the program in January follow a slightly different sequence, please refer to the Program Structure section.

4.1.2 Learning Goals and Objectives

In line with the overall mission of the institution, the Bachelor of Business Administration program prepares graduates who will:

LG1. BE CRITICAL THINKERS AND PROBLEM SOLVERS - **(CRITICAL THINKING)**

Identify issues and challenges in a given situation and recommend alternative courses of action.

LG2. HAVE OVERALL KNOWLEDGE OF ALL FUNCTIONAL AREAS OF BUSINESS MANAGEMENT - **(KNOWLEDGE)**

Master the fundamental concepts and skills needed in business management (in management, marketing, and finance).

LG3. HAVE A DEEP UNDERSTANDING OF ETHICS - **(ETHICS)**

Identify ethical issues, challenges and consequences of decisions in a business context.

LG4. BE ABLE TO WORK COLLABORATIVELY IN A MULTICULTURAL ENVIRONMENT - **(GROUPWORK)**

Be able to work collaboratively in an international environment, with people from different regions, cultures and backgrounds.

LG5. BE EFFECTIVE COMMUNICATORS - **(COMMUNICATION)**

- a. Produce professional quality written documents.
- b. Make informative presentations to equip decision makers.

4.1.3 Teaching Methodology

IUM's instructional methodology emphasizes the **integration of theory and practice** through interdisciplinary projects and real-world applications that require the ability of students to combine various disciplines and skills.

The small class size allows a high level of faculty-student and student-student **interaction** by fostering a high degree of participation and enabling faculty to give **individualized attention** to all students. By knowing students' interests, needs, and abilities instructors are able to guide them more successfully towards their goals.

Students contribute to each class in a unique way and to do so they need to attend class on a regular basis. For this reason, **class attendance** is mandatory and active participation is essential for succeeding in the courses. Preparedness and meaningful participation is part of a student's responsibility toward the instructor and his or her classmates since class discussions benefit from the variety of perspectives and experiences of all participants. **Class participation** is also a component of a course final grade. Repeated absences directly affect course grades.

IUM academic programs require the ability to work independently and to absorb large amounts of information quickly. Students are expected to make a significant learning effort outside the classroom to read the textbooks and other course materials, prepare the required assignments, and carry out **individual and group projects**. The final course grade is generally the combination of different forms

of assessment throughout the term - quizzes, presentations, class participation, homework, and reports - in addition to a final exam or project.

IUM is committed to developing new learning approaches; the curriculum and content of each course are continuously reviewed and revised in order to embody the latest international trends in business. While the Bachelor program is a residential program, some blended and online courses are progressively introduced in order to foster students' autonomy and add flexibility to the delivery mode.

The University integrates innovative pedagogy through its **digital learning support platform** (online.monaco.edu) that allows students to easily access course materials, interact with their instructors and classmates, and complete coursework online from any location.

IUM reserves the right to change the delivery mode of its courses, more precisely, shift towards a distant/online delivery mode for courses initially planned on campus.

If need be, exams and evaluations initially planned face-to-face, can be organized in a distant mode via online technologies. Online invigilation and control measures may be implemented, via the computer used by the student (browsers locking, internet blocking, time-keeping, connection time monitoring, and smart video surveillance).

Students are expected to accept such measures without reserve.

4.1.4 Program Structure

The BBA curriculum is structured in three years, each consisting of two semesters of study. Courses are grouped in modules and follow a lockstep path. Students start with foundational courses, to proceed to more complex subjects, and finally integrative interdisciplinary courses. The core modules are complemented by a study abroad term, a specialization module and a long-term internship. The proportion of core modules decreases progressively from the first to the third year leaving room to the student's personal choices.

(sequence outline overleaf)

BACHELOR PROGRAM - SPECIFICATIONS & REGULATIONS

For students entering the program in September, the term sequence is illustrated in the below diagram:

	<i>FALL TERM</i> <i>(September – December)</i>	<i>SPRING TERM</i> <i>(January - May)</i>	<i>SUMMER TERM</i> <i>(June – August)</i>
YEAR 1	Semester 1 BUSINESS FUNDAMENTALS 2 core modules + 1 track-specific* module	Semester 2 MANAGEMENT FUNDAMENTALS 2 core modules + 1 track-specific* module + optional Honors Track module	DISCOVERING THE WORKING ENVIRONMENT optional internship (mandatory for Honors Track)
YEAR 2	Semester 3** THE GLOBAL ENVIRONMENT 2 core modules + 1 track-specific* module + optional Honors Track module	Semester 4** INTERNATIONAL EXPERIENCE Study abroad semester at one of IUM’s partner institutions	
YEAR 3	Semester 5 STRATEGIC THINKING AND SPECIALIZATION 1 core module + specialization*** module + optional Honors Track module	Semester 6 COMPANY IMMERSION Internship	
*Business Management Track or Marketing & Communication Track **Semesters 3 and 4 can be taken in either order. ***Specializations: Global Business; Communication & Event Management; Luxury Marketing, Sales and Services; Sport Business Management; International Finance.			
<p><u>The opening of a specialization module is conditional to sufficient enrollment for that specialization. Some specializations may be subject to prerequisites.</u></p>			

BACHELOR PROGRAM - SPECIFICATIONS & REGULATIONS

For students entering the program in January, the term sequence is illustrated in the below diagram:

	<i>SPRING TERM (January - May)</i>	<i>SUMMER TERM (June – August)</i>	<i>FALL TERM (September – December)</i>
YEAR 1	Semester 1 BUSINESS FUNDAMENTALS 2 core modules + 1 track-specific* module		Semester 2 MANAGEMENT FUNDAMENTALS 2 core modules + 1 track-specific* module + optional Honors Track module
YEAR 2	Semester 3 THE GLOBAL ENVIRONMENT 2 core modules + 1 track-specific* module + optional Honors Track module	DISCOVERING THE WORKING ENVIRONMENT optional internship (mandatory for Honors Track)	Semester 4 STRATEGIC THINKING AND SPECIALIZATION 1 core module + specialization*** module + optional Honors Track module
YEAR 3	Semester 5** INTERNATIONAL EXPERIENCE Study abroad semester at one of IUM’s partner institutions		Semester 6 COMPANY IMMERSION Internship
*Business Management Track or Marketing & Communication Track ***Specializations: Global Business; Communication & Event Management; Luxury Marketing, Sales and Services; Sport Business Management; International Finance.			
<u>The opening of a specialization module is conditional to sufficient enrollment for that specialization. Some specializations may be subject to prerequisites.</u>			

At the end of Semester 1, students who have distinguished themselves for their good academic results (semester average at or above 80/100) and are committed to put extra time and effort in their studies may apply for the **Honors Track**. The Undergraduate Academic Committee determines acceptance into the Honors Track. Students in the Honors Track take an additional module each term in semesters 2, 3 and 5, must do a summer internship and prepare an individual capstone project under the supervision of a faculty member (a thesis, or a communication plan, or a business plan).

The **study abroad semester** is a key component in the curriculum and contributes to broadening a student’s international experience and understanding of different cultures, it also allows a student to personalize his subject choices according to his/her interests. Students who for exceptional justified circumstances cannot complete the study abroad term may be authorized to study an additional semester at IUM. Students who go on study abroad but fail to successfully complete their courses abroad may be authorized to take an additional semester at IUM.

The **internship(s)** can be carried out anywhere in the world but they are subjects to signing a tripartite contract (Internship Agreement) between the student, IUM and the company. At the end of the internship the student must submit an internship report following the guidelines provided in the corresponding internship syllabus. Such report is graded by IUM faculty and contributes for 75% of the internship grade, the other 25% is based on the company supervisor assessment.

4.1.5 Program Outline

The year by year sequence of modules and detail of subjects therein are given in the below tables. The weight indicated for each subject is the relative weight of the subject grade within the module grade (please see the section on Grading System):

(program outline overleaf)

BACHELOR PROGRAM - SPECIFICATIONS & REGULATIONS

Bachelor Program - YEAR 1				
<i>30 US semester credits (equivalent to 60 ECTS)</i>				
Semester 1 - BUSINESS FUNDAMENTALS (15 US credits)				
Core Module 1: International Business & Markets (6 US credits)				<i>weight</i>
	Introduction to Business			1
	Introduction to Economics			1
	Introduction to Marketing			1
Core Module 2: Transversal Skills 1 (5 US credits)				<i>weight</i>
	Academic Communication, or English for Academic Purposes, or Intensive English <i>[depending on English level]</i>			2
	Mathematics for Business			2
	IT Tools for Managers 1			1
	Foreign Language (<i>optional</i>) – possible choices: French, Italian, Russian, Spanish, or Chinese			1
Business Management Track - Module 1 (4 US credits)		<i>weight</i>	Marketing & Communication Track - Module 1 (4 US credits)	
	Microeconomics	1		Advertising and Symbols
	International Relations	1		Computer Graphics
Semester 2 - MANAGEMENT FUNDAMENTALS (15 US credits, 19 for Honors Track)				
Core Module 3: Managing People & Resources (6 US credits)				<i>weight</i>
	Introduction to Management and Organizational Behavior			1
	Introduction to Accounting and Budgeting			1
	The Marketing Mix in the Digital Era			1
Core Module 4: Transversal Skills 2 (5 US credits)				<i>weight</i>
	Professional Communication, or English for Professional Purposes, or Intensive English for Business <i>[depending on English level]</i>			2
	IT Tools for Managers 2			2
	Public Speaking & Presentation Skills			1
	Foreign Language (<i>optional</i>) – possible choices: French, Italian, Russian, Spanish, or Chinese			1
Honors Track - Module 1 (4 US credits)				<i>weight</i>
	Critical Reading & Writing			1
	Inferential Statistics for Business			1
Business Management Track - Module 2 (4 US credits)		<i>weight</i>	Marketing & Communication Track - Module 2 (4 US credits)	
	Macroeconomics	1		Internal and External Communication
	Project Management	1		Video Editing and Storytelling
Summer Internship - DISCOVERING THE WORKING ENVIRONMENT (4 US credits)				
	Summer Internship (<i>discovering the working environment; voluntary project or charity work acceptable</i>) 2 to 3 months - Mandatory for students in the Honors Track, optional for other students.			

BACHELOR PROGRAM - SPECIFICATIONS & REGULATIONS

Bachelor Program – YEAR 2				
<i>30 US semester credits (equivalent to 60 ECTS)</i>				
Semester 3 - GLOBAL ENVIRONMENT (15 US credits, 24 for Honors Track)				
Core Module 5: Business Evolution and Revolution (6 US credits)			<i>weight</i>	
	The Next Economy			1
	Consumer Behavior			1
	Sustainable Development			1
Core Module 6: Developing Global Responsible Managers (5 US credits)			<i>weight</i>	
	Business Ethics and Critical Thinking			2
	Corporate Finance			2
	Cross-cultural Management Communication			1
	Foreign Language (<i>optional</i>) – possible choices: French, Italian, Russian, Spanish, or Chinese			1
Honors Track - Module 2 (9 US credits)			<i>weight</i>	
	Statistics for Business			2
	Market Research			2
	Capstone Project Proposal Preparation			1
Business Management Track - Module 3 (4 US credits)		<i>weight</i>	Marketing & Communication Track - Module 3 (4 US credits)	
	Sales and Negotiations	1		InDesign and the Printing Industry
	Legal Environment of Business	1		Social Network Strategies
Semester 4 - INTERNATIONAL EXPERIENCE (15 US credits)				
Study abroad semester				
	Courses at one of IUM's partner institutions			

BACHELOR PROGRAM - SPECIFICATIONS & REGULATIONS

Bachelor Program - YEAR 3				
<i>30 US semester credits (equivalent to 60 ECTS)</i>				
Semester 5 - STRATEGIC THINKING AND SPECIALIZATION (20 US credits, 33 for Honors Track)				
Core Module 7: Strategy and Global Development (11 US credits)			<i>weight</i>	
	Global Business Strategy (<i>including a Business Game</i>)		2	
	Leadership		1	
	Innovation and Entrepreneurship		1	
Honors Track - Module 3 (13 US credits)			<i>weight</i>	
	International Economics		2	
	MIS & Data Analytics		2	
	Capstone Project (<i>final individual thesis or project</i>)		8	
Specialization Modules (9 US credits):				
SPE1: Global Business Module		<i>weight</i>	SPE2: Communication & Event Management Module	
			<i>weight</i>	
	International Marketing	1		Creative Writing in Communication
	Brand Management	1		Brand Management
	Managerial Accounting	1		Event Management
SPE3: Luxury Marketing, Sales and Services Module			SPE4: Sport Business Management Module	
	Luxury Overview & Monaco Luxury Industries (<i>with specialist certification</i>)	1		Overview of the Sport Entertainment Business
	Digital Media in Luxury & CRM	1		Introduction to Sport Event Management
	Fundamentals of Retail and Distribution	1		Sport Economy and Governance
SPE5: International Finance Module				
	Financial Markets	1		
	Introduction to Financial Pricing	1		
	Wealth Management Planning	1		
Semester 6 – COMPANY IMMERSION (10 US credits)				
	Business Internship (<i>company immersion</i>)			
	4 to 6 months – Mandatory for all students			

Bachelor Program - YEAR 3 Specialization: Monaco Banking and Financial Services part-time apprenticeship mode 30 US semester credits (equivalent to 60 ECTS)		
Module 1: General Knowledge (9 US credits)		<i>weight</i>
	Mise à niveau - BBA Monaco Banking and Financial Services	2
	English Reading and Composition I	2
	Business English	2
	Luxury Brand Experience	1
Module 2: Culture Financière & Commerciale (7 US credits)		<i>weight</i>
	Introduction à la comptabilité	1
	Macroeconomics and Banking System	1
	Négociation Commerciale et Relation Client	1
Module 3: Financial Skills (8 US credits)		<i>weight</i>
	Introduction to Financial Pricing	2
	Compliance and Regulations	2
	Asset Management & Monaco Financial Market Place	1
	La Banque de détails et ses Produits	1
	Financial Markets	2
Bank Apprenticeship Training (6 US credits)		
	<i>Over the whole academic year</i>	

4.2 Admission to the Bachelor Program

4.2.1 Admission Eligibility Requirements

To be eligible for admission to the Bachelor of Business Administration (BBA) degree program, applicants must fulfill the following requirements:

- Hold a high school degree
- Be proficient in English

To be eligible for admission to the second year BBA degree program, applicants must:

- Hold a high school degree
- Be proficient in English
- Have validated 30 US credits aligned with the courses offered in the first year of IUM BBA program

To be eligible for admission to the third year BBA degree program (except apprenticeship format), applicants must:

- Hold a 2-year higher education degree (e.g. BTS, IUT, Associate Degree, ...)
- Be proficient in English

To be eligible for admission to the third year BBA apprenticeship specialization “*Monaco Banking and Financial Services*” applicants must:

- Hold a 2-year higher education degree (e.g. BTS, IUT, Associate Degree, ...)
- Be proficient in English
- Be eligible to the Monegasque Employment Office (*Service de l’Emploi*) to obtain a work permit in Monaco.

4.2.2 Admission Criteria

IUM takes a number of factors into account when making admission decisions including:

- international profile of the candidate (exposure to cultural diversity, open mindedness);
- academic performance (honors, special distinctions);
- language skills (English proficiency, other languages) ;
- extra-curricular activities (awards in sports/arts); and
- career path/project/business expertise (internships, paid or voluntary work experience, career goals).

The University does not impose limits on the size of each entering undergraduate class but does take University resources into account when forming each entering class.

4.2.3 Application and Admission Process

There are two undergraduate intakes per year, in September and in January; admissions are processed on a rolling basis. Applicants start their application process online through the dedicated page on IUM website. They must then complete it and upload the required documents on the admission platform.

BACHELOR PROGRAM - SPECIFICATIONS & REGULATIONS

Candidates wishing to apply to the third year BBA apprenticeship specialization “Monaco Banking and Financial Services” should request the specific application form directly to IUM Admissions Office.

A complete application file consists of the following documents:

- A completed on line **Application Form**
- **Transcript(s)**: Freshmen applicants must provide official transcript(s) from the last two years of high school, accompanied by the applicable grading scale. A transcript marked “Issued to Student” is not considered an official transcript. Applicants who have already attended a university or other higher education institution, must provide official transcripts from all previously attended institutions.
- **Diploma(s)**: A copy of the diploma(s) must be provided if the official transcript does not indicate graduation. Applicants who have not yet received their diploma because they are awaiting their final results should apply before their final results and accompany their application with an intermediary transcript of grades. Acceptance will be contingent on conferral of the degree.
- **a digital photo (ID format)**
- Photocopy of **passport or national identity card**
- **Proof of English Proficiency**: Applicants who are non-native speakers of English or have not studied at an institution where English was the official language need to provide a proof of English proficiency. This proof can be in one of the following forms:
 - o A minimum TOEFL score of 79 for the Internet-based test (ETS IUM school report code is 9074).
 - o A minimum IELTS score of 6.0.

The above test scores must be no older than two years.

- o Cambridge English Advanced (CAE) or Cambridge English Proficiency (CPE), score of C or better
- o IUM English Entry Test (level B2 or better in the Common European Framework of Reference for Languages - CEFR)

Students who do not reach the English entry level requirement but are close to such level are placed in the intensive English track in their first term of studies.

- (*Optional*) One **letter of recommendation** from a professor, school counselor or employer who has observed the applicant’s performance in an academic or professional context. Letters of recommendations must be written on official letterhead of the entity to which the person writing the letter belongs. Letters not in English or French must be officially translated in one of these languages. Letters of recommendation should be sent either in a sealed envelope together with the other documents of the application file or sent separately by the person writing the recommendation directly to IUM Admissions Office.
- Non-refundable 50 Euro **application fee**.

Applications for admission are reviewed by the admission officers and assessed by the Program Director who will also conduct an interview with the candidate (a Skype interview can be arranged for candidates living abroad). The Admissions Jury that meet on a regular basis reviews then the recommendations of the Program Director and makes the final admission decisions. Admission decisions are based on the evaluation of a candidate's application file and the outcome of the personal interview conducted by the Program Director.

For the third year BBA apprenticeship specialization "*Monaco Banking and Financial Services*, the Admission Jury includes also a representative of the Monaco "Service de l'Emploi". If admitted, to secure his/her position into the program, the candidate needs to sign a contract with a Monaco-based banking institution.

If the assessment is positive, the candidate receives an Offer of Admission which specifies the terms and conditions of the admission. In many cases such offer of admission is conditional to the candidate fulfilling certain requirements (e.g. completing their high school degree, achieving English proficiency) and providing the required supporting documentation before the start of the program. Candidates that fail to fulfil their admission conditions will not be allowed to start in the program or may be given a determined period of time to provide the requested documentation.

The non-fulfillment of an admission conditions automatically implies the withdrawal of the Offer of Admission. Failing to provide the requested documents or falsifying documents or making false statements to IUM officials automatically voids the Offer of Admission.

A student is enrolled as a degree-seeking student in a given program when he or she has accepted the Offer of Admission by returning a completed and signed copy of the Offer and has paid the first installment of tuition or enrollment fee. Newly enrolled students will need to bring their original diplomas at the start of the program for file verification.

Only original documents or notarized copies are accepted. Copies may be notarized by registered notaries, embassies, or IUM staff (for internal use only). All documents not in English or French must be officially translated into one of these languages.

4.2.4 Transfer Students

Students who have earned university credits from other institutions of higher learning prior to enrolling at IUM may apply for credit transfer. They should apply for credit transfer during the admission process.

Students who have already earned a 2-year higher education degree in a related discipline area may apply for direct admission to the third year. Their credentials will be evaluated on the basis of the type of degree and the institution that delivered it.

If a student has only taken some courses but has not completed a degree, an evaluation of credit transferability will be done based on the comparability of the nature, content, and credit hours with IUM undergraduate modules. Only courses from an accredited institution of higher learning relevant to the IUM degree program may be considered for transfer credit. In any case students may transfer a

maximum of 49% of the total credits required to graduate from IUM undergraduate program, this includes all credits transferred whether they were earned prior to enrollment at IUM or during a study abroad period done within the program.

Students must provide official university transcript(s) from all colleges and universities they have attended. The transcript must be accompanied by the applicable grading scale and course descriptions from the relevant university academic catalog. Documents not in English or French must be officially translated into one of these languages. Only original documents or notarized copies are accepted. A transcript marked "Issued to Student" is not considered an official transcript. Copies may be notarized by registered notaries, embassies, or IUM staff.

4.3 Bachelor Academic Rules

4.3.1 Choice of Track, Change of Track

Students choose their track - **Business Management** or **Marketing & Communication** - at the time of admission and follow it during the first three semesters of the program. A change of track is possible at the end of the first or the second semester, a student is allowed to change track only once. All requests of change of track must be done in writing through the Academic Administration Office. Such request must be validated by the Undergraduate Academic Committee before becoming effective, no change of track can occur after a semester of studies has started.

The **Honors Track** is an additional option that starts in semester 2. At the end of the first semester students who have distinguished themselves for their good academic results (semester average at or above 80/100, please refer to the Grading System section) and are committed to put extra time and effort in their studies may apply for the Honors Track. The Undergraduate Academic Jury determines acceptance into the Honors Track. Students cannot join the Honors Track module in their second or third year if they have not started it during Semester 2.

Students in the Honors Track take an additional module each term in semesters 2, 3 and 5, must do a summer internship in addition to the final long internship, and prepare an individual capstone project under the supervision of a faculty member (a thesis, a communication plan, or a business plan). A student may withdraw from the Honors Track only at the end of a semester; all requests must be made in writing through the Academic Administration Office and need to be validated by the Undergraduate Academic Jury before becoming effective.

4.3.2 Study Abroad

The Study Abroad semester at one of IUM's partner institutions is a compulsory key component of the Bachelor program. However, transfer students admitted in the second or third year of the program are considered having already fulfilled this requirement and are not eligible to the semester abroad; they will take another set of courses at IUM to cover the corresponding credits.

Information sessions will be provided to students in order to prepare their application to a partner university. It is the responsibility of the students to be present at the information sessions and to provide the required documents on time.

Applications are reviewed by the Study Abroad Committee which decides nominations for each institution. Students will be informed about their nomination by email.

On exceptional basis, IUM may grant a waiver for students who are facing unpredictable circumstances. Waiver requests must be formalized in-writing with an official letter, including supportive documents, and must be sent to the Study Abroad coordinator (studyabroad@monaco.edu) before the end of the first semester of studies at IUM. If the waiver is granted, the student will attend the full year at IUM and take another set of courses to cover the corresponding credits.

If the waiver request is rejected, the student will have to comply with the application process for the semester abroad.

Students who go on study abroad but fail to successfully complete their courses abroad may be authorized to take an additional semester at IUM but will not be eligible to redo a semester abroad.

4.3.3 Choice of Third Year Specialization, Change of Specialization

After the first year of the program, students choose the specialization module they wish to follow. Such choice needs to be validated by the Undergraduate Academic Jury before becoming effective. No change of specialization is possible after the start of the specialization module.

4.3.4 Internship

Bachelor students have to undertake a compulsory internship during their third year of studies (not applicable for apprenticeship track who do their internship on a part-time basis throughout the academic year), but have the possibility to undertake one optional summer internship as well.

Internship agreements are delivered by the IUM Office of Career Services under the following conditions:

- the internship is conducted within the frame of a course with the aim to gain credits to obtain a degree;
- the intern must maintain student status throughout the duration of the internship;
- the student must be up to date with his/her payment of tuition and fees.

Students who carry out an internship within an organization must comply with the internal rules and regulations of that organization. In particular, this includes regular presence and respect of working hours, punctuality, and respect of confidentiality clauses when applicable. The General University Policies are also applicable during the internship period.

Any litigation between the student and the company will be analyzed by an ad hoc committee involving IUM Director of Corporate Relations, IUM Internship Coordinator, and the relevant Program Director. Both parties, the student and the company, will be heard by the internship coordinator who will gather the information and share it with the committee that will determine appropriate action.

4.3.5 Length of Studies

The Bachelor of Business Administration program is designed to be completed in 6 semesters of studies. However, the length of studies may be extended due to the below circumstances, in any case, such decisions need to be validated by the General Director:

- A student who has not successfully completed a year of studies may be authorized by the Academic Jury to **retake a module, a semester or the entire year** of the program; students cannot retake a given module, semester or year of studies more than once.
- A student who faces exceptional personal or family circumstances may request a **Leave of Absence** for one or two semesters. Such requests must be made in writing through the Academic Administration Office.

4.3.6 Leave of Absence

Students who face exceptional personal or family circumstances may request a **Leave of Absence (LoA)** for a maximum of two semesters. Such requests must be made in writing through the Academic Administration Office (academicadmin@monaco.edu) and are ratified by the Academic Jury becoming effective.

During the period of interruption of studies, students will not be authorized to attend courses nor complete coursework and will not be eligible to receive an internship agreement. Students will not be eligible to attend remedial examinations for the semester for which they are on Leave of Absence.

The interruption of studies implies that students will have to attend the whole semester of studies once they return from the Leave of Absence period. Tuition and fees prices in force once the student comes back from Leave of Absence will apply (see the Refund Policy section for details).

Any pending financial obligation towards IUM at the date of the Leave of Absence request may imply a refusal. A student who does not resume his/her studies at the end of the authorized LoA period will be withdrawn from the University.

4.3.7 Withdrawal

Students who wish to withdraw from a degree program must notify in writing the Academic Administration Office briefly explaining the reasons of their withdrawal. Such notifications need to be reviewed and ratified by the General Director before becoming effective. Any pending financial obligation towards IUM at the date of withdrawal notification remains due (please refer to section 3.3 on **Payments, Refunds and Financial Aid**). Student can request the Academic Administration Office the issuance of a Certificate of Completion for the courses successfully completed.

4.3.8 Class Attendance and Behavior

In application of IUM's educational philosophy based on interactive learning, **class attendance and active participation** are essential for succeeding in IUM courses and are part of a student's responsibility toward the instructor and his or her classmates.

4.3.9 Attendance

Students are expected to attend all classes and examinations. **Attendance is mandatory**, it is recorded by the instructor at the beginning of each session.

Absences should remain exceptional and limited to the strictly unavoidable ones. Only sickness or documented exceptional circumstances (accident, hospitalization, death of a close family member, etc.) may allow an absence to be justified.

It is the student's responsibility to justify an absence, by providing appropriate justifying documentation. The University accepts the following:

BACHELOR PROGRAM - SPECIFICATIONS & REGULATIONS

- Medical certificate dated and signed, and explicitly indicating the exact number of days the student cannot attend courses;
- Death certificate (of spouse, child, mother or father, grandparent, brother or sister);
- Imperative and mandatory convocation by a public authority.

An absence is considered as formally justified by the University when the justifying documentation is accepted. An absence without any supporting justifying documentation or with unacceptable documentation remains unjustified.

The justifying documentation needs to be provided to the Academic Administration Office within four working days counted from the first day of the absence (the date of the post office stamp will be considered proof, or, the date of the email receipt). If solicited by the Academic Administration Office, the original, hard copy of the absence documentation must be provided. If this request is not met and the original documentation is still missing, the absence may be reclassified as “unjustified”. Only documents in English or French or originals accompanied by legal translation in one of these languages can be accepted.

Absences caused by transportation issues (such as trains strike, traffic jams, cancellation of a train or a flight) will remain unjustified in all circumstances, it is the students’ responsibility to organize themselves to be present.

Requests due to exceptional circumstances will be brought to the attention of a special jury involving the Program Director, the Vice Dean and the Head of the Academic Administration Office. The jury will determine the admissibility or otherwise of the request.

4.3.9.1 Lateness

Students should be on time for classes and stay throughout the end of the class. The instructor may refuse entry to students who arrive after the start of the class and mark them absent. For in-class sessions, students should arrive in the classroom a few minutes before the posted class time in order for the class to start without delay; for online synchronous sessions, students should connect to the online class site a few minutes before the posted start time.

4.3.9.2 Class Behavior and Participation

Students should refrain from disruptive behavior and focus their undivided attention on the class matter while in class, in particular students should refrain from talking with other classmates or distracting them in any other way from the lesson. Cell phones, laptop computers, and other devices must be switched off during classes unless the use of computers is explicitly requested by the instructor. A polite and respectful behavior in line with IUM Code of Ethical Conduct is expected at all times. Instructors may request students who are disruptive to leave the class.

Students are not supposed to leave the classroom without authorization. Students who leave the class without authorization may be marked absent.

IUM encourages and evaluates meaningful participation. Class discussions benefit from the variety of perspectives and experiences of all participants. Students can contribute to each class in a unique way and they are therefore requested to come to class well prepared, having completed the readings and assignments given by the professor. Please refer to course syllabi for more details on this.

4.3.9.3 Quizzes, Tests and Exams

Attendance is compulsory for all types of examination. Students are requested to arrive (or connect in case of online exams) a few minutes in advance so that they may be placed in the examination room. Students must respect the instructions such as switching off their mobile phones and other connected devices (e.g. watches) before the start of the exam and placing them with their belongings in front of the classroom. A student who does not follow the examination rules and keeps such devices during an exam will be considered cheating and will be subject to disciplinary sanctions.

Students who arrive late for a test or an examination may be allowed to take the exam only if no student has already left the examination room. They will not be given extra time to complete the exam.

No special arrangements can be made to sit examinations either before or after the set date. A student who does not attend an examination will receive a grade of 0% for that examination.

Only sickness or documented exceptional circumstances may allow an absence to an exam to be justified. A student who misses an exam due to such a situation must present appropriate justifying documentation to the Academic Administration Office as specified in the section on Attendance.

- In case of a Continuous Assessment examination (such as a quiz or test), if the absence is formally justified, the student will not receive a penalty; if the absence is not justified the student will receive a grade of 0% for that examination.
- In case of a Final Exam, if the absence is formally justified, the student is allowed to sit that exam in the next available remedial exam session and will count as the first attempt; if the absence is not justified the student will receive a grade of 0% for that examination (cf. section on Academic Progress).

Students with documented special needs may benefit from specific arrangements during exams as indicated in the section on ***Special Needs and Learning Disabilities Policy***.

No special arrangements can be made to sit examinations either before or after the set date.

4.3.10 Academic Progress

4.3.10.1 Modules and Credits

The content of the programs at IUM is delivered in modules that include different academic subjects. Modules carry academic credits on the basis of 1 credit per approximately 15 contact hours or equivalent. Student academic progress is measured by successful module completion for each semester.

4.3.10.2 Grading System

The final grade of a module is the weighted average of the final grades of its component courses or subjects with their respective weights within the module. Grades are given in percentage form based on the grading scale given in Table 4.2 below.

The final grade of each course is generally based for 50% on continuous assessment (individual and/or group assignments, in-class tests, class preparedness and active participation, ...), and for 50% on final assessment (final exam, final project report and presentation, etc.). To pass a module and obtain the corresponding credits, a student needs to achieve a final grade of 60 or better for the module and a

BACHELOR PROGRAM - SPECIFICATIONS & REGULATIONS

final grade of at least 45 in each course. In other words, course grades compensate for each other according to their relative weight in the module grade. However, there is a minimum grade barrier for each course or subject. The different situations are described below:

- If a student obtains a module final grade of at least 60 and each subject final grades at or above 45, then he/she passes the module and earns the corresponding credits:

Semester 1: Business Fundamentals							
Courses	Weight	Grades Obtained			Final Grade	Us Letter Grade	US Credits Obtained
		Continuous Assessment	Final Assessment	Remedial Grade			
Core Module 1: International Business and Markets					67	D+	6
- Introduction to Business	1	84.80	70.00		77.40	C+	
- Introduction to Economics	1	63.20	34.00		48.60	E	
- Introduction to Marketing	1	77.00	70.00		73.50	C	
Core Module 2: Transversal Skills 1					88	B+	5
- English for Academic Purposes	2	85.20	84.00		84.60	B	
- Mathematics for Business	2	86.00	100.00		93.00	A-	
- IT Tools for Managers 1	1	89.00	77.00		83.00	B	
Marketing & Communication Track - Module 1					64	D	4
- Advertising and Symbols	1	76.67	36.00		56.35	E	
- Computer Graphics	1	67.00	75.00		71.00	C-	
Number of Credits Obtained							15 / 15

- If a student obtains a module final grade of at least 60 but some subjects are below 45, then the student must take **remedial exams** for such subjects. If the remedial exam grades allow to reach a final subject grade at or above 45 in all subjects, then the student passes the module, but the subject grades for which he /she has taken remedial exams are capped at 45. If some subjects are still below 45 after the remedial exams, then the student has to retake the entire module in the following academic year, before being allowed to progress to the modules of the next year of the program. The Academic Jury makes decisions in such cases.

Semester 1: Business Fundamentals							
Courses	Weight	Grades Obtained			Final Grade	Us Letter Grade	US Credits Obtained
		Continuous Assessment	Final Assessment	Remedial Grade			
Core Module 1: International Business and Markets					83	B	6
- Introduction to Business	1	94.20	86.00		90.10	A-	
- Introduction to Economics	1	76.80	82.00		79.40	C+	
- Introduction to Marketing	1	82.00	78.00		80.00	B-	
Core Module 2: Transversal Skills 1					77	C+	0
- English for Academic Purposes	2	83.25	94.00		88.65	B+	
- Mathematics for Business	2	70.60	92.00		81.30	B-	
- IT Tools for Managers 1	1	67.40	20.00		43.70	F	
Business Management Track - Module 1					74	C	4
- Microeconomics	1	70.80	55.00		62.90	D	
- International Relations	1	85.60	84.00		84.80	B	
Number of Credits Obtained							10 / 15

Remedial Exam needed

BACHELOR PROGRAM - SPECIFICATIONS & REGULATIONS

- If a student obtains a module final grade below 60, then he or she must take remedial exams for all subjects with a grade below 60. The remedial exam grades appear in the “Remedial Grade” column in the grade report, and the module grade is recalculated but is capped at 60. If after the remedial exams the student has not passed the module, then he or she has to retake it entirely. The Academic Jury makes decisions in such cases.

Semester 1: Business Fundamentals								
Courses	Weight	Grades Obtained			Final Grade	Us Letter Grade	US Credits Obtained	
		Continuous Assessment	Final Assessment	Remedial Grade				
Core Module 1: International Business and Markets					64	D	6	Module is validated
- Introduction to Business	1	78.70	62.00		70.35	C-		
- Introduction to Economics	1	67.60	44.00		55.80	E		
- Introduction to Marketing	1	68.80	60.00		64.40	D		
Core Module 2: Transversal Skills 1					78	C+	5	Module is validated
- Intensive English for Academic Purposes	2	76.80	71.00		73.90	C		
- Mathematics for Business	2	73.40	89.00		81.20	B-		
- IT Tools for Managers 1	1	88.10	73.00		80.55	B-		
Marketing & Communication Track - Module 1					43	F	0	Module is not validated as not above 60
- Advertising and Symbols	1	34.17	25.00		29.60	F		Remedial Exam needed as not above 60
- Computer Graphics	1	54.00	60.00		57.00	E		Remedial Exam needed as not above 60
Number of Credits Obtained							11 / 15	

These rules are summarized in the table “Possible Module Grades and Outcomes” on the next page.

Table – Possible Module Grades and Outcomes

Module final grade	Course final grade in the module	Remedial exams	Outcome							
≥ 60%	All ≥ 45%	Not needed	Module passed							
	Some < 45%	Yes, only for subjects with final grade < 45%	<p>If final subject grades after remedial exams ≥ 45%, then module passed, but subject final grades capped at 45.</p> <p>Calculation of capped grade: The remedial grade is recalculated as shown in the below example in order to be capped at 45: <i>A student got 70% in the continuous assessment, the calculation to get the capped remedial grade would be:</i></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 5px;">Continuous Assessment weight 50%</td> <td style="padding: 5px;">x</td> <td style="padding: 5px;">Average of Continuous Assessment 70%</td> <td style="padding: 5px;">+</td> <td style="padding: 5px;">Final Assessment weight 50%</td> <td style="padding: 5px;">x</td> <td style="padding: 5px;">Remedial Grade ?</td> </tr> </table> <p>The recalculated remedial grade is entered in the “Final Assessment” category, not on the remedial grade category.</p>	Continuous Assessment weight 50%	x	Average of Continuous Assessment 70%	+	Final Assessment weight 50%	x	Remedial Grade ?
			Continuous Assessment weight 50%	x	Average of Continuous Assessment 70%	+	Final Assessment weight 50%	x	Remedial Grade ?	
<p>If final subject grades after remedial exams < 45%, then entire module must be retaken.</p>										
< 60%	All ≥ 45% (but some < 60%)	Yes, for all subjects < 60%	<p>If module final grade ≥ 60%, after remedial exams, then module passed, with module grade capped at 60.</p> <p>Calculation of capped grade: The remedial grade given by the professor is entered in the “Remedial Grade” category and the module is automatically capped at 60.</p>							
			<p>If module final grade after remedial exams < 60%, then entire module must be retaken.</p>							
	Some < 45%	Yes, for all subjects < 60%	<p>If module final grade ≥ 60% and all subject final grades ≥ 45% after remedial exams, then module passed, with grade capped at 60.</p> <p>If module final grade still < 60% and/or some subject final grades < 45% after remedial exams, then module failed. Entire module must be retaken. The Academic Jury will make decisions in such case.</p>							

4.3.10.3 Remedial Exam Sessions

Remedial exam sessions for each semester of the program are planned in advance and are indicated in the Academic Calendar. A student who needs to take remedial exams must sit them in the first available remedial exam session for the relevant semester of the program. Students must take appropriate measures to be available during the remedial exam session of the semester they are taking in the event that they have to sit remedial examinations.

If a student is absent at a remedial exam, he /she fails the subject and will have to retake the entire module containing that subject in the following year. Only extreme mitigating circumstances (such as hospitalization, accident, death of a close family member, case of *force majeure*, ...) duly documented (only originals in English or French or originals accompanied by legal translation in one of these languages can be accepted) allow a student to be excused and to sit the remedial exams in the following available session.

A student can take a remedial exam only once.

Students are not allowed to retake exams in the remedial exam sessions in an attempt to improve their grade if they have already successfully validated the module.

4.3.10.4 Grading Scale

Percentage grade ranges correspond to letter grades as illustrated in the below table:

Table 4.2 – Grading Scale

Quality of Work	Percentage Range	Letter Grade
Excellent Work fulfills completely the assignment expectations.	95-100%	A
	90-94%	A-
Good Work fulfills largely the assignment expectations.	87-89%	B+
	83-86%	B
	80-82%	B-
Acceptable Work fulfills partially the assignment expectations.	77-79%	C+
	73-76%	C
Pass Work barely meets the assignment expectations.	70-72%	C-
	67-69%	D+
	63-66%	D
	60-62%	D-
Poor Work does not meet the minimum expectations of the assignment.	45-59%	E
Extremely poor No or inadequate attempt to meet minimum expectations of the assignment. Insufficient work.	< 45%	F

4.3.10.5 Grade Appeal Procedure

Students may appeal a grade or an evaluative comment within 30 days following publication of the semester grade report.

The grade appeal process is described below.

1. The student should request in writing from the Program Director an investigation of the grade explaining the reason of the request.
2. The Program Director should gather all pertinent information, review the relevant facts and possibly consult with the Academic Committee to reach a conclusion.
3. At the end of the investigation the Program Director communicates in writing to the student the conclusion that, either concurs with the faculty member regarding the grade, or, provided sufficient justification and documentation, in some instances requires a grade revision.
4. If the student wishes to pursue the issue after consultation with the Program Director, he/she must request in writing within 14 days further investigation from the Dean, who will review the findings. The final authority rests with the Dean.

The original grade issued remains in effect throughout the entire review and appeal process.

If a grade appeal results in a recommended change of grade, the course instructor will forward in writing a request of grade change to the Program Director.

No grade appeal can be made after a student has graduated and received his or her degree.

4.3.10.6 Academic Jury

The undergraduate **Academic Jury** meets twice a year to review students' academic progress and make decisions regarding their progression in the program. A student can progress to the next year of the program year if he or she has obtained all the program year credits. The Academic Jury reserves the right to grant module credits on exceptional grounds after evaluating the situation on a case-by-case basis.

Students who have not obtained all the program year credits may be authorized to retake a given module, a semester or the entire year of the program. These decisions must be validated by the Dean.

A student cannot retake a given module, semester or year of studies more than once. Students who do not succeed after the second attempt will be dismissed from the program after validation by the Dean.

4.3.11 Graduation Requirements

In order to graduate from the Bachelor degree program students must have obtained the required number of credits:

- 90 US credits for the Bachelor of Business Administration
- 120 US credits for the Bachelor of Business Administration – Honors Track.

The **Graduation Jury** meets twice a year to review the list of graduation candidates and approve, delay or refuse graduation.

BACHELOR PROGRAM - SPECIFICATIONS & REGULATIONS

Honors at Graduation: a student who graduates with the following final year grade average will graduate with honors:

Cum Laude – from 80% to 86.4%

Magna Cum Laude – from 86.5% to 91.4%

Summa Cum Laude – from 91.5% to 100%

5 MASTER OF SCIENCE PROGRAMS – SPECIFICATIONS & REGULATIONS

The International University of Monaco offers five MSc degree programs, some with several specializations, they are accessible after having obtained a Bachelor degree to candidates who wish to deepen their knowledge in management or to specialize in a field:

Master of Science in Finance (MScFIN)

Specializations:

- Hedge Funds and Private Equity
- Private Banking and Wealth Management
- Corporate Banking and Financial Institutions (apprenticeship format, subject to admission restrictions, see Admission section)

Master of Science in International Management (MScIM)

Master of Science in Sport Business Management (MScSBM)

Master of Science in Luxury Management (MScLUX)

Specializations:

- Brand Management
- Fashion and Accessories
- Hospitality and Event Management

Master of Science in Marketing (MScMKT)

Specialization:

- Luxury Goods and Services

5.1 MSc Programs Specifications

5.1.1 Sequence of courses

The Master of Science programs are 50-US credit programs (120 ECTS equivalent) delivered in an intensive format over 16 months, from September to December of the following year. They consist of 10 months of courses and a 6-month Capstone Project that can take the form of either a long internship, a thesis, an applied research project or an entrepreneurial project (except for the specialization of the MScFIN program in apprenticeship format, please see the MScFIN program structure section). Courses are grouped in 7 to 8 modules, depending on the program.

MSc program sequence:

Sept - Dec	Jan - June	July - Dec
Core Modules	Core Modules + Specialization Modules (<i>if applicable</i>)	Capstone Project
Personal and Professional Development		

Each program includes approximately 620 contact hours, completed by a double amount of personal study time and time spent on applied projects, plus the final Capstone Project.

5.1.2 Double-degree options

Students in the programs MSc in Luxury Management, MSc in Marketing, or MSc in International Management may choose a double degree option by pursuing their studies for an additional period of time at either INSEEC Business School (IBS), or the European Business School (EBS), the French *Grande Ecoles* of *Groupe INSEEC*. Thus students have the possibility to combine IUM MSc degree with the *Grande Ecole* degree. Eligibility to this option is subject to successful completion of IUM courses. Interested students are invited to contact their Program Director before the end of the Fall term to receive all applicable information.

5.2 Teaching Methodology

The two main characterizing aspects of the MSc programs at the International University of Monaco are the integration of subjects in an interdisciplinary approach and the experiential “learning by doing” component.

The first aspect is underlined by the modular structure of the programs whereby courses are grouped in modules with subjects complementing each other in a holistic approach and are taught by a carefully balanced combination of academic researchers and active professionals.

The second one is emphasized by the inclusion in each program of several projects in which students work on real-world consulting assignments in close contact with company managers. In addition, several guest lectures by business professionals and field visits are embedded in the programs. Thus throughout the academic year students have direct contacts with specialists in their chosen area of studies providing contextualization to the theory and models studied in class.

The final Capstone Project allows students to gain significant first-hand experience within a company in their field of specialization. It is an individual project intended to integrate the knowledge acquired in the different courses of the program through an in-depth exploration of a field of special interest or career relevance to the student or the development of a personal project. The capstone project can take the form of an internship, an applied research project that is a company-based research project on a topic proposed and supervised by a firm or organization operating in a relevant field, a thesis prepared under the supervision of a faculty member, or an entrepreneurial project .

The University integrates innovative pedagogy through its **digital learning platform** (online.monaco.edu) that allows students to access course materials, interact with their instructors and classmates, and complete coursework online from any location.

IUM reserves the right to change the delivery mode of its courses, more precisely, shift towards a distant/online delivery mode for courses initially planned on campus.

If need be, exams and evaluations initially planned face-to-face, can be organized in a distant mode via online technologies. Online invigilation and control measures may be implemented, via the computer

used by the student (such as browsers locking, internet blocking, time-keeping, connection time monitoring, and smart video surveillance).

Students are expected to accept such measures without any reserve.

5.3 MSc Program Descriptions

5.3.1 Master of Science in Finance (MScFIN)

5.3.1.1 Program Structure

The Master of Science in Finance is articulated in six core modules and two specialization modules including, for the specializations *Hedge Funds and Private Equity*, and *Private Banking and Wealth Management*, a 2-week London session and the choice of two elective subjects. Within the core modules students follow the Professional and Personal Development seminar, with experts of the finance recruitment sector.

The applied component is present since the very first term during which students prepare for the CFA Institute Challenge. In the second term they participate in the Barclays' Day, a day spent at Barclays' bank premises in Monaco for a discovery of the capital markets and a dialogue with the main Barclays Monaco financial specialists. During the session in London, besides following specialized courses, students visit several financial institutions in the world financial capital, and have meetings with their human resources, investment specialists and company managers.

In the last phase of the program students carry out their Capstone Project.

For the specialization *Corporate Banking and Financial Institutions* (offered only in apprenticeship format) the program unfolds part-time over 24 months: every week students work two and a half days in a financial institution and take courses at IUM on the remaining days. The curriculum includes the same six core modules and two specialization modules, one of them dedicated to the Professional Monegasque Certification for financial professionals. The Capstone Project is replaced for this specialization by the long-term apprenticeship that represents approximately 2200 hours.

5.3.1.2 Program Learning Goals and Objectives

Graduates of the MScFIN program will:

1. HAVE FINANCIAL INDUSTRY SPECIFIC KNOWLEDGE - **(KNOWLEDGE)**
Assess investment opportunities and devise investment solutions suitable to investors' requirements.
2. BE ANALYTICAL THINKERS WITH STRONG PROBLEM SOLVING SKILLS - **(CRITICAL THINKING)**
Critically analyse financial data and information to formulate appropriate solutions.
3. BE EQUIPPED TO DEAL WITH ETHICAL DILEMMAS IN THE FINANCIAL INDUSTRY - **(ETHICS)**
Formulate deontological solutions to solve financial dilemmas.
4. BE PROFESSIONAL AND PERSUASIVE COMMUNICATORS - **(COMMUNICATION)**
Communicate in an effective and professional manner in line with the expectations of the financial industry.

5.3.1.3 Program Outline

Students will follow their courses in a predetermined sequence in order to build prerequisites knowledge in the Fall term and then progress into more specialized topics in the Spring term. The weight indicated in front of each subject is the relative weight of its grade within the module.

(program outline overleaf)

MScFIN Program Outline - 2020-2021			
Specializations Hedge Funds & Private Equity, and Private Banking & Wealth Management			
Full-time mode			
<i>50 US semester credits (120 ECTS equivalent)</i>			
Fall Term			
Core Module: Pillars of Corporate Finance (9 US credits)			<i>weight</i>
	Financial Accounting for Investments		3
	Corporate Finance		2
	Stock and Bond Valuation		3
	Corporate Valuation Project		2
Core Module: Pillars of Market Finance (7 US credits)			<i>weight</i>
	Macroeconomics for Financial Forecasting		1
	Statistics and Financial Data Analysis		1
	Portfolio Theory and Management		1
Core Module: Professional and Personal Development (2 US credits)			<i>weight</i>
	Career Development Seminar - Part 1		1
	Workshop - Working in Teams		1
	Foreign Language (French, Italian or Russian)		1
Spring Term			
Core Module: The Financial Industry (4 US credits)			<i>weight</i>
	Investment Banking		2
	Ethics in the Financial industry		1
	Financial Innovation		1
Core Module: Advanced Financial Markets (6 US credits)			<i>weight</i>
	Risk Management		1
	Derivative Products and Strategies		1
Core Module: Professional and Personal Development (2 US credits)			<i>weight</i>
	Career Development Seminar - Part 2		1
	Foreign Language (French, Italian or Russian)		1
Specialization - Hedge Funds and Private Equity Track (8 US credits)	<i>weight</i>	Specialization - Private Banking and Wealth Management Track (8 US credits)	<i>weight</i>
Private Equity Investing	1	Asset Allocation for Practitioners	1
Real Estate Investing	1	Wealth Management	1
Venture Capital and Entrepreneurial Finance	1	Client Relationship Management	1
Hedge Fund Management	1	Selling Financial Products	1
London Session and Electives for HF&PE Track (6 US credits)	<i>weight</i>	London Session and Electives for PB&WM Track (6 US credits)	<i>weight</i>
Corporate Restructuring	1	Corporate Restructuring	1
Trading and Financial Market Trends	1	Trading and Financial Market Trends	1
<i>Choice of two electives among:</i>		<i>Choice of two electives among:</i>	
Financial Programming in VBA	2	Financial Programming in VBA	2
Mergers and Acquisitions	2	Mergers and Acquisitions	2
Hedge Fund Strategies	2	Hedge Fund Strategies	2
Asset Allocation for Practitioners	2	Real Estate Investing	2
		Venture Capital and Entrepreneurial Finance	2
Summer & Fall Terms			
Capstone Project (6 US credits)			
Options: Professional Internship, Research Thesis, Applied Research Project, or Entrepreneurial Project			

MScFIN Program Outline - 2020-2021 Specialization: Corporate Banking and Financial Institutions part-time apprenticeship mode <i>50 US semester credits (120 ECTS equivalent)</i>		
YEAR 1 - Fall Term		
	Core Module: Pillars of Corporate Finance (9 US credits)	<i>weight</i>
	Financial Accounting for Investments	3
	Corporate Finance	2
	Stock and Bond Valuation	3
	Corporate Valuation Project	2
	Bank Apprenticeship	
YEAR 1 - Spring Term		
	Core Module: The Financial Industry (4 US credits)	<i>weight</i>
	Investment Banking	2
	Ethics in the Financial industry	1
	Financial Innovation	1
	Specialization Module: Corporate Banking and Financial Institutions (4 US credits)	<i>weight</i>
	Financial Regulations and Compliance	1
	Financial Management and Corporate Risks	2
	Specialization Module: Professional Certification (4 US credits)	<i>weight</i>
	Monegasque Professional Certification	1
	Bank Apprenticeship (continued over the Summer)	
YEAR 2 - Fall Term		
	Core Module: Pillars of Market Finance (7 US credits)	<i>weight</i>
	Macroeconomics for Financial Forecasting	1
	Statistics and Financial Data Analysis	1
	Portfolio Theory and Management	1
	Core Module: Professional and Personal Development (2 US credits)	<i>weight</i>
	Career Development Seminar - Part 1	1
	Workshop - Working in Teams	1
	Foreign Language (French, Italian or Russian)	1
	Bank Apprenticeship	
YEAR 2 - Spring Term		
	Core Module: Advanced Financial Markets (6 US credits)	<i>weight</i>
	Risk Management	1
	Derivative Products and Strategies	1
	Core Module: Professional and Personal Development (2 US credits)	<i>weight</i>
	Career Development Seminar - Part 2	1
	Foreign Language (French, Italian or Russian)	1
	Bank Apprenticeship (12 US credits in total)	

5.3.2 Master of Science in International Management (MScIM)

5.3.2.1 Program Structure

The Master of Science in International Management develops in eight modules covering all managerial areas. Particular emphasis is placed on the technological and global challenges that businesses face today, and on innovation and entrepreneurship. In addition, each term a module is dedicated to the professional and personal development.

The program includes a major company project that allows students to integrate knowledge and apply it to a real-world scenario, in close connection with managers and decision-makers.

Towards the end of the academic year students go to San Francisco for a 10-day session at one of INSEEC U. international campuses, where they follow a course on Design Thinking, explore the Bay Area startup and innovation ecosystem and do some company visits in the Silicon Valley.

The final part of the program is dedicated to the Capstone Project.

5.3.2.2 Program Learning Goals and Objectives

Graduates of the MScIM program will:

1. BE COMPETENT MANAGERS IN A GLOBAL BUSINESS ENVIRONMENT - **(KNOWLEDGE)**
 - a. Integrate cross-functional management knowledge in a global business context
 - b. Demonstrate awareness of the global economic, environmental, political and technological contexts of international business practice
 - c. Develop an entrepreneurial spirit
2. BE CRITICAL THINKERS AND CREATIVE PROBLEM SOLVERS - **(CRITICAL THINKING)**

Evaluate business problems and opportunities from different perspectives, using different theories and multiple sources, to generate creative recommendations for courses of action based on critical thinking
3. HAVE ETHICAL AWARENESS AND A PROFESSIONAL BEHAVIOR - **(ETHICS)**
 - a. Evaluate the ethical challenges and issues of social responsibility in a business situation to recommend strategies to support principles of ethics & CSR
 - b. Demonstrate ethical and professional behavior appropriate to specific business situations in a diverse and multicultural environment
4. BE CONVINCING COMMUNICATORS - **(COMMUNICATION)**
 - a. Produce professional quality reports
 - b. Make persuasive business presentations that effectively support decision-making with the appropriate use of technology

5.3.2.3 Program Outline

Students will follow their courses in a predetermined sequence in order to build prerequisites knowledge in the Fall term and then progress into more specialized topics in the Spring term. The weight indicated in front of each subject is the relative weight of its grade within the module.

MScIM Program Outline - 2020-2021		
<i>50 US semester credits (120 ECTS equivalent)</i>		
Fall Term		
	Module 1: Management (7 US credits)	<i>weight</i>
	Accounting and Forecasting	2
	Management and Leadership	2
	Business Ethics	1
	Module 2: Marketing (5 US credits)	<i>weight</i>
	Strategic Marketing	2
	Methods in Market Research	2
	Digital Marketing & Social Media	1
	Module 3: Business Challenges (4 US credits)	<i>weight</i>
	Geopolitics, Global Challenges & Sustainability	1
	The Global Economy and the Firms	1
	Module 4: Professional and Personal Development (3 US credits)	<i>weight</i>
	Career Development Seminar - Part 1	1
	Report Writing Workshop	1
	Foreign Language (French, Italian or Russian)	1
Spring Term		
	Module 5: International Business Development (8 US credits)	<i>weight</i>
	International Business Strategy and International Trade	3
	Competitive Intelligence	1
	International Financial Markets	2
	Intercultural Negotiations and Selling Techniques	1
	Business Contracts	1
	Module 6: Innovation and Entrepreneurship (6 US credits)	<i>weight</i>
	Business Models and Disruptive Innovation	2
	Entrepreneurship	2
	Financing Corporate Growth	1
	Module 7: Project Management (7 US credits)	<i>weight</i>
	Project Management	3
	Business Presentation Skills	1
	Design Thinking	2
	Applied Business Project	3
	Module 8: Professional and Personal Development (4 US credits)	<i>weight</i>
	Career Development Seminar - Part 2	1
	Public Speaking and Pitching Skills	1
	Foreign Language (French, Italian or Russian)	1
	"Learning 7" Certification (<i>additional option</i>)	1
Summer & Fall Terms		
	Capstone Project (6 credits)	1
	Options: Professional Internship, Research Thesis, Applied Research Project, or Entrepreneurial Project	

5.3.3 Master of Science in Sport Business Management (MScSBM)

5.3.3.1 Program Structure

The Master of Science in Sport Business Management combines two modules on the main aspects of management with three modules dedicated to the sport industry and in particular the sport event and entertainment business. The program also includes each term a module dedicated to professional and personal development.

Several opportunities are offered in Monaco throughout the year to learn outside of the classroom, in a real-world setting: starting in the Fall term with the event Sportel, where the main media company negotiate sport event media rights, to continue with the Peace & Sport biannual international conference, that promotes sport as a vehicle of peace and social cohesion, to reach the world renown sport events of spring such as the Rolex Tennis Masters and the Formula 1 Grand Prix. IUM MScSBM students have the unique opportunity to participate in such events from the organisation side, with projects and activities built into their curriculum in partnership with the different organizing bodies of the events.

Once the courses are completed students undertake their Capstone Project, in most cases an internship in different parts of the world.

5.3.3.2 Program Learning Goals and Objectives

Graduates of the MScSBM program will:

1. HAVE A COMPREHENSIVE KNOWLEDGE OF THE SPORT INDUSTRY - **(KNOWLEDGE)**
 - a. Apply cross-functional management knowledge to the sport event and entertainment sector
 - b. Demonstrate mastery of the concepts and specificities of the sport industry
2. BE CRITICAL THINKERS AND PROBLEM SOLVERS - **(CRITICAL THINKING)**

Evaluate a business situation from different perspectives to generate alternative solutions to business problems
3. HAVE ETHICAL AWARENESS AND A PROFESSIONAL BEHAVIOR - **(ETHICS)**
 - a. Evaluate the ethical challenges and issues of social responsibility in a business situation to recommend strategies to support principles of ethics & CSR
 - b. Demonstrate ethical and professional behavior appropriate to specific business situations in a diverse and multicultural environment
4. BE CONVINCING COMMUNICATORS - **(COMMUNICATION)**
 - a. Produce professional quality reports
 - b. Make persuasive business presentations that effectively support decision-making with the appropriate use of technology

5.3.3.3 Program Outline

Students will follow their courses in a predetermined sequence in order to build prerequisites knowledge in the Fall term and then progress into more specialized topics in the Spring term. The weight indicated in front of each subject is the relative weight of its grade within the module.

MScSBM Program Outline - 2020-2021		
<i>50 US semester credits (120 ECTS equivalent)</i>		
Fall Term		
	Module 1: Management (7 US credits)	<i>weight</i>
	Accounting and Forecasting	2
	Management and Leadership	2
	Business Ethics	1
	Module 2: Marketing (5 US credits)	<i>weight</i>
	Strategic Marketing	2
	Methods in Market Research	2
	Digital Marketing & Social Media	1
	Module 3: The Sport Industry (5 US credits)	<i>weight</i>
	Sport Business Overview	1
	Sports International Governance and CSR	1
	Brand Management in the Sport Industry	2
	Module 4: Professional and Personal Development (3 US credits)	<i>weight</i>
	Career Development Seminar - Part 1	1
	Report Writing Workshop	1
	Foreign Language (French, Italian or Russian)	1
Spring Term		
	Module 5: Sport Business Development (8 US credits)	<i>weight</i>
	Operational Sports Marketing, Sponsorship & Sport Crisis Communication	3
	Business Models and Disruptive Innovation	2
	Principles of Sports Law and Sports Contracts	1
	Intercultural Negotiations and Selling Techniques	1
	Module 6: Sport Events and Entertainment (12 US credits)	<i>weight</i>
	Sports Events and Venue Management	2
	Sport Entertainment	1
	Sports Digital Strategies and Media Rights	1
	Esport	1
	Project Management	2
	Business Presentation Skills	1
	Applied Business Project	3
	Module 7: Professional and Personal Development (4 US credits)	<i>weight</i>
	Career Development Seminar - Part 2	1
	Public Speaking and Pitching Skills	1
	Foreign Language (French, Italian or Russian)	1
	"Learning 7" Certification (<i>additional option</i>)	1
Summer & Fall Terms		
	Capstone Project (6 credits)	
	Options: Professional Internship, Research Thesis, Applied Research Project, or Entrepreneurial Project	

5.3.4 Master of Science in Luxury Management (MScLUX)

5.3.4.1 Program Structure

The Master of Science in Luxury Management offers three specializations, in *Brand Management*, *Fashion and Accessories*, and in *Hospitality and Event Management*.

In the Fall term students take two common modules covering the main aspects of management and of marketing with a particular attention to the luxury sector. In the Spring term they take four modules that explore in depth the luxury consumer, the distribution chain, the communication of a luxury business with its customers, the management of a luxury brand, each module being articulated differently for each specialization. In addition, students may choose one or two elective courses either to study a specific domain like Yachting or Diamonds, or to develop their entrepreneurial skills. In particular a Yachting track has been developed in partnership with the Monaco Yachting Cluster, whereby students follow specific seminars and participate to the world renown Monaco Yacht Show.

Students also work on an applied group project that puts them in a real-world consulting case situation.

The Professional and Personal Development modules include specific workshops and guest sessions with professionals of the luxury industry, as well as field visits.

The Capstone Project concludes the program and for the majority of students takes the form of an internship.

5.3.4.2 Program Learning Goals and Objectives

Graduates of the MScLUX program will:

1. HAVE A COMPREHENSIVE KNOWLEDGE OF THE LUXURY INDUSTRY - **(KNOWLEDGE)**
Evaluate the challenges of a luxury brand strategy in the global market
2. BE COMPETENT IN THE CHOSEN SPECIALIZATION - **(SPECIALIZATION)**
 - a. For BRAND MANAGEMENT - Develop a feasible business strategy in the luxury industry
 - b. For FASHION & ACCESSORIES - Recommend a retail marketing strategy in a luxury sales environment
 - c. For HOSPITALITY & EVENT MANAGEMENT - Formulate solutions to enhance the luxury customer experience
3. BE CRITICAL THINKERS AND PROBLEM SOLVERS - **(CRITICAL THINKING)**
 - a. Critically analyse a given business situation in the luxury industry context
 - b. Generate innovative solutions and provide evidence to support a recommended course of action.
4. HAVE AN INNOVATIVE APPROACH TO LUXURY PRODUCTS OR SERVICES - **(CREATIVITY)**
Provide creative and innovative ideas of luxury products or services
5. BE ETHICAL AND RESPONSIBLE MANAGERS - **(ETHICS)**
 - a. Evaluate the ethical challenges in a business situation to devise a socially and environmentally responsible course of action

b. Demonstrate ethical and professional behaviour.

6. BE PERSUASIVE COMMUNICATORS - **(COMMUNICATION)**

a. Produce professional quality reports.

b. Make convincing professional presentations in line with luxury sector requirements.

7. HAVE THE ABILITY TO WORK COLLABORATIVELY IN AN INTERNATIONAL CONTEXT - **(GROUPWORK)**

Work effectively in a cross-cultural team to realize a project.

5.3.4.3 Program Outline

Students will follow their courses in a predetermined sequence in order to build prerequisites knowledge in the Fall term and then progress into more specialized topics in the Spring term. The weight indicated in front of each subject is the relative weight of its grade within the module.

MScLUX Program Outline - 2020-2021			
<i>50 US semester credits (120 ECTS equivalent)</i>			
Fall Term			
Core Module 1: Managerial Skills (8 US credits)			<i>weight</i>
	Accounting and Forecasting		3
	Luxury Industry Competitive Analysis		2
	Organizational Behavior		1
	The Ethics of Business		1
Core Module 2: Marketing of Luxury Goods and Services (7 US credits)			<i>weight</i>
	Introduction and Overview of the Luxury Industry		1
	Marketing of Luxury Goods and Services		1
	Market Research		1
Core Module 3: Professional and Personal Development (2 US credits)			<i>weight</i>
	Career Development Seminar - Part 1		1
	Teambuilding Seminar		1
	Foreign Language (French, Italian or Russian)		1
Spring Term			
Core Module 4: Professional and Personal Development (2 US credits)			<i>weight</i>
	Career Development Seminar - Part 2		1
	Foreign Language (French, Italian or Russian)		1
Specialization Modules			
Brand Management Track	Fashion and Accessories Track	Hospitality and Event Management Track	
Specialization Module 1: The Luxury Consumer (6 US credits)			<i>weight</i>
Luxury Consumer Behavior	Luxury Consumer Behavior	Luxury Consumer Behavior	2
Sustainable Luxury	Sustainable Luxury	Sustainable Tourism	2
Luxury Service Marketing	Luxury Service Marketing	Luxury Service Marketing	1
Audit of Luxury Services	Audit of Luxury Services	Quality Performance	1
Specialization Module 2: The Distribution Chain (6 US credits)			<i>weight</i>
Luxury Distribution	Luxury Distribution	Tourism Marketing and Sales	2
CRM	CRM	CRM	1
Supply Chain	Omnichannel Strategy	Team and Organizational Management	1-1-2
Luxury Sales & Business Negotiation Skills	Luxury Sales & Business Negotiation Skills	Luxury Sales & Business Negotiation Skills	1
Specialization Module 3: Communicating with Your Customer (5 US credits)			<i>weight</i>
Digital Strategy	Luxury Retail Marketing	Event Management & PR	2-2-4
	PR & Communication	Communication Strategy	1
Creativity Workshop	Creativity Workshop	Creativity Workshop	1
Media Communication and PR	Luxury Retail Business Development		2
Specialization Module 4: The Brand Strategy (8 US credits)			<i>weight</i>
Luxury Brand Strategy	Luxury Brand Strategy	Luxury Brand Strategy	2
Applied Business Project	Applied Business Project	Applied Business Project	3
Business Presentation Skills	Business Presentation Skills	Business Presentation Skills	1
Business Case Simulation	Fashion Buying and Merchandising	Hospitality Operational Management	1-2-2
<i>Choice of two electives among:</i>	<i>Choice of one elective among:</i>	<i>Choice of one elective among:</i>	
Entrepreneurship	Entrepreneurship	Entrepreneurship	2
Yachting	Diamonds	Yachting	2
Diamonds			2
Fashion Buying and Merchandising			2
Summer & Fall Terms			
Capstone Project (6 credits)			1
Options: Professional Internship, Research Thesis, Applied Research Project, or Entrepreneurial Project			

5.3.5 Master of Science in Marketing (MScMKT)

5.3.5.1 Program Structure

The Master of Science in Marketing currently offers the specialization in *Luxury Goods and Services*. The program is articulated around three general marketing modules, with particular emphasis on digital marketing, on two luxury specific modules, and on professional and personal development modules.

From the start of the program students dig into the specificities of market research and data analysis, to then study the strategic role that marketing plays in a business. In the second term they explore more specifically digital marketing and innovation. At the beginning of the Spring term they also participate in the Digital Day in Geneva, an event that presents cutting edge digital marketing trends through the words of world experts. Students complete their preparation with the *Learning 7* online digital marketing course, integrated in one of the modules.

Students then apply what they have learned to a company project jointly carried out with students of CREA Genève, a school of INSEEC U., under the supervision of a field professional.

Throughout the year MScMKT students benefit from the opportunities offered by Monaco, like the LuxePack event, on luxury packaging, to name just one.

They conclude their program with the Capstone Project.

5.3.5.2 Program Learning Goals and Objectives

Graduates of the MScMKT program will:

1. **BE COMPETENT MARKETERS - (KNOWLEDGE)**
 - a. Have a strategic understanding of marketing in a fast evolving technological and business context
 - b. Apply theories and methodology of marketing to the luxury sector.
2. **BE CRITICAL THINKERS AND PROBLEM SOLVERS - (CRITICAL THINKING)**

Critically analyse a given business situation to generate innovative marketing solutions and provide evidence to support a recommended course of action
3. **HAVE ETHICAL AWARENESS AND A PROFESSIONAL BEHAVIOR – (ETHICS)**
 - a. Recognize the ethical challenges and issues of social responsibility in a business situation to devise a socially and environmentally responsible course of action
 - b. Demonstrate ethical and professional behavior appropriate to specific business situations in a diverse and multicultural environment
4. **BE CONVINCING COMMUNICATORS - (COMMUNICATION)**
 - a. Produce professional quality reports
 - b. Make persuasive business presentations that effectively support decision-making with appropriate use of technology

5.3.5.3 Program Outline

Students will follow their courses in a predetermined sequence in order to build prerequisites knowledge in the Fall term and then progress into more specialized topics in the Spring term. The weight indicated in front of each subject is the relative weight of its grade within the module.

MScMKT Program Outline - 2020-2021		
<i>50 or 52 (with additional elective) US semester credits (120 ECTS equivalent)</i>		
Fall Term		
Core Module 1: Data and Analytics in Marketing (7 US credits)		<i>weight</i>
	Strategic Marketing in Luxury	2
	Market Research	3
	Digital and Social Media Marketing	2
Core Module 2: Professional and Personal Development (3 US credits)		<i>weight</i>
	Career Development Seminar - Part 1	1
	Report Writing Workshop	1
	Foreign Language (French, Italian or Russian)	1
Specialization Module 1: The Luxury Market (4 US credits)		<i>weight</i>
	Introduction and Overview of the Luxury Industry	2
	Luxury Customer Experience	1
	The Ethics of Business	1
Spring Term		
Core Module 3: Digital Marketing (9 US credits)		<i>weight</i>
	Integrated Communication and Media Planning	2
	Mobile Marketing Strategy	2
	Data-driven Marketing	3
	Business Presentation Skills	1
	Applied Business Project	3
Core Module 4: Innovation & Project Management (8 US credits)		<i>weight</i>
	Business Models and Disruptive Innovation	2
	Intercultural Negotiations and Selling Techniques	1
	Project Management	2
	Artificial Intelligence Applied to Business	2
	Fundamentals of Corporate Finance for Competitive Management	1
Core Module 5: Professional and Personal Development (5 US credits)		<i>weight</i>
	Career Development Seminar - Part 2	1
	Public Speaking and Pitching Skills	1
	Learning 7 Certificate	1
	Foreign Language (French, Italian or Russian)	1
Specialization Module 2: Strategic Luxury Brand Management (8 US credits)		<i>weight</i>
	Luxury Customer Relationship Management in the Luxury Sector	1
	Luxury Brand Management	1
	Luxury Cross-Cultural Consumer Behavior	1
	Luxury Distribution in the Digital Era	1
Elective Module (2 US credits)		<i>weight</i>
	Yachting	1
Summer & Fall Terms		
Capstone Project (6 US credits)		1
Options: Professional Internship, Research Thesis, Applied Research Project, or Entrepreneurial Project		

5.4 Admission to the MSc Programs

5.4.1 Admission Eligibility Requirements

To be eligible for admission to one of IUM MSc programs, applicants must fulfil the following requirements:

- Hold at minimum a 3-year undergraduate degree (Bachelor degree or equivalent)
- Be proficient in English

In addition, for the MScFIN specialization *Corporate Banking and Financial Institutions*, that is available only in apprenticeship format, be eligible to the Monegasque Employment Office (*Service de l'Emploi*) to obtain a work permit in Monaco.

The programs MScIM, MScSBM and MScLUX are also accessible in Direct Admission to Term 2 for candidates who have already obtained a 4-year university degree (240 ECTS or equivalent) in management. In such case, admitted candidates have a waiver of the first term management modules.

5.4.2 Admission Criteria

IUM considers several elements when making admission decisions including:

- academic ability and potential as shown by grades or equivalent tests and examinations;
- evidence of relevant personal, professional, and educational experience;
- motivation to study in a chosen field and career objectives;
- personal achievements and interests;
- uniqueness and contribution to the IUM mission.

The University does not impose limits on the size of each entering graduate class but does take University resources into account when forming each entering class.

No transfer of credits from previous studies is possible in the MSc programs.

5.4.3 Application and Admission Process

MSc programs have one general intake per year in September. Direct Admission to Term 2 is in January; however, this is only possible for the MScIM, MScSBM and MScLUX programs under certain conditions (please see the Admission Eligibility Requirements section).

Applicants start their application process through the dedicated page on IUM website, and upload the required documents on the admission platform.

A complete application file consists of the following documents:

- A completed online **Application Form**
- **University Transcript(s)**: Applicants must provide official transcript(s) from all colleges and universities attended, accompanied by the applicable grading scale. A transcript marked "Issued to Student" is not considered an official transcript.

- **Diploma(s):** A copy of the diploma(s) must be provided if the official transcripts do not indicate graduation. Applicants who have not yet received their diploma because they are awaiting their final results should apply before their final results and accompany their application with an intermediary transcript of grades. Acceptance will be contingent on conferral of the degree.
- *(Optional)* A **Letter of Recommendation** from a professor and/or an employer who has observed the applicant's performance in an academic and/or professional context, dated no more than one year prior to the application date. Letters of recommendation not in English must be officially translated into English.
- **a digital photo (ID format)**
- Photocopy of **passport or national identity card**
- **Proof of English Proficiency:** Applicants who are non-native speakers of English or have not studied at an institution where English was the official language for at least three of the last five years are required to provide proof of English proficiency. This proof must be in one of the following forms:
 - A minimum TOEFL score of 79 for the Internet-based test or 213 for the computer-based test, or 550 for the paper-based test (ETS IUM school report code is 9074).
 - A minimum IELTS score of 6.0.
These test scores must be no older than two years.
 - Cambridge English Advanced (CAE) or Cambridge English Proficiency (CPE) with a score of C or better.
 - IUM English Entry Test (level C1 or better in the Common European Framework of Reference for Languages - CEFR)
- **Curriculum Vitae or Resume:** Applicants must provide a current resume including educational and professional information that confirms work experience requirements if applicable.
- Applicants are also required to attend a **personal interview**. For international applicants, a telephone or Skype interview may be arranged.
- Non-refundable 60 Euro **application fee**.

All documents not in English or French must be officially translated into one of these languages.

Applications for admission are reviewed by the admission officers and assessed by the Program Director who will also conduct an interview with the candidate (a Skype interview can be arranged for candidates living abroad). The Admissions Jury that meets on a regular basis reviews then the recommendations of the Program Director and makes the final admission decisions.

Admission decisions are based on the evaluation of a candidate's application file and the outcome of the personal interview conducted by the relevant Program Director.

If the assessment is positive the candidate receives an Offer of Admission which specifies the terms and conditions of the admission. In many cases such offer of admission is conditional to the candidate fulfilling certain requirements (e.g. completing their previous degree, proving English proficiency) and

providing the required supporting documentation before the start of the program. Candidates that fail to fulfil their admission conditions will not be allowed to start in the program or may be given a determined period of time (usually the first term of enrollment) to provide the requested documentation.

The non-fulfillment of an admission condition automatically implies the withdrawal of the Offer of Admission. Failing to provide the requested documents or falsifying documents or making false statements to IUM officials automatically voids the Offer of Admission.

A student is enrolled as a degree-seeking student in a given program when he or she has accepted the Offer of Admission by returning a completed and signed copy of the Offer and has paid the first installment of tuition or enrollment fee. Newly enrolled students will need to bring their original diplomas at the start of the program for file verification.

Only original documents or notarized copies are accepted. Copies may be notarized by registered notaries, embassies, or IUM staff (for internal use only). All documents not in English or French must be officially translated into one of these languages.

5.5 MSc Programs Academic Rules

5.5.1 Choice of Specialization, Change of Specialization

Students in MSc programs that offer different specializations usually express their choice of specialization at the time of admission. During the Fall term, they will be asked to formalize their choice by completing and signing a specific registration form. They may consult with their Program Director and other faculty members for guidance in their choice prior to submitting the completed form to the Academic Administration Office. To become effective, the chosen specializations need then to be validated by the Program Director. No change of specialization is possible after the start of the Spring term.

5.5.2 Choice of Capstone Project

Students will be requested to express their choice of Capstone Project after the Fall semester by completing a specific form, subject to Program Director's approval. The different options are presented below:

5.5.2.1 Professional Internship

An internship within a company or an organization – Students who choose to accomplish an internship must find a company that will accept them as intern, and obtain approval by IUM Office of Corporate Relations through the signature of an Internship Agreement. The company and tasks proposed for the internship must be relevant to the program of study and have a length of minimum 4 months full time. An internship can be denied by the Office of Corporate Relations along with the Program Director, if

the tasks and missions proposed do not correspond to the field of the Master studies. Deliverables: written report and completed company supervisor evaluation form.

Internship agreements are delivered by the IUM Office of Career Services under the following conditions:

- the internship is conducted within the frame of a course with the aim to gain credits to obtain a degree;
- the intern must maintain student status throughout the duration of the internship;
- the student must be up to date with his/her payment of tuition and fees.

Students who carry out an internship within an organization must comply with the internal rules and regulations of that organization. In particular, this includes regular presence and respect of working hours, punctuality, and respect of confidentiality clauses when applicable. The General University Policies are also applicable during the internship period.

Any litigation between the student and the company will be analyzed by an ad hoc committee involving IUM Director of Corporate Relations, IUM Internship Coordinator, and the relevant Program Director. Both parties, the student and the company, will be heard by the internship coordinator who will gather the information and share it with the committee that will determine appropriate action.

5.5.2.2 Research Thesis

The Research Thesis is prepared under the guidance and supervision of a faculty member. Students who choose to prepare a Master thesis must select a topic and a supervisor among IUM faculty, and write a proposal outlining the research they intend to carry out for their thesis, with the help of the chosen faculty member. Once the Topic and Supervisor Proposal Form is completed, both the student and the faculty member should sign it before submission to the Program Director for approval. Deliverables: written thesis and oral presentation.

5.5.2.3 Applied Research Project

An applied company-based or organization-based research project on a topic proposed and supervised by a firm or organization operating in a relevant field. Students who wish to do an applied research project must find a company or an organization willing to assign them a research topic and to provide them with data, information and guidance throughout the project. They have to write a proposal indicating the company or the organization and outlining the research they intend to carry out as well as the name and contact details of the professional working in the company or organization who will supervise their work. Once the Topic and Supervisor Proposal Form is completed, both the student and the company supervisor should sign it before submission to the Program Director for approval. Deliverables: written research report and oral presentation.

5.5.2.4 Entrepreneurial Project

The development of a real entrepreneurial project with the mentoring of an IUM faculty member. To be eligible Students who wish to do an entrepreneurial project must submit a well-structured viable business model prepared according to Business Model Form for evaluation by the Eligibility Jury, and participate or engage on a business plan competition or affiliate to an incubator. Furthermore, the Jury will appraise the interest and added value of the business idea for Monaco. If the Business Model Form receives validation by the eligibility jury, the student is assigned a mentor who will guide the

student in the preparation of a fully developed, implementable business plan. Deliverables: A complete business plan including a written report that describes the project, a minimum viable product (MVP), a 1-minute video pitch, and an oral presentation.

5.5.3 Length of Studies

The MSc programs are designed to be completed in 16 months, from September to December of the following year. However, the length of studies may be extended due to the following circumstances, in any case, such decisions need to be validated by the General Director:

- A student who has not successfully completed all the program modules may be authorized by the Academic Jury to **retake a module or a term** of the program;
- A student who, due to external circumstances, is not in the capacity to complete his or her **Capstone Project** by the normal deadline (end of December), may request an exceptional **extension**, such extension cannot exceed 4 months;
- A student who faces exceptional personal or family circumstances may request a **leave of absence** for a maximum of one year. Such requests must be made in writing through the Academic Administration Office.

Students who face exceptional personal or family circumstances may request a **Leave of Absence** (LoA) for a maximum of two semesters. Such requests must be made in writing through the Academic Administration Office (academicadmin@monaco.edu) and are ratified by the Academic Jury becoming effective.

During the period of interruption of studies, students will not be authorized to attend courses nor complete coursework and will not be eligible to receive an internship agreement. Students will not be eligible to attend remedial examinations for the semester for which they are on Leave of Absence.

The interruption of studies implies that students will have to attend the whole semester of studies once they return from the Leave of Absence period. Tuition and fees prices in force once the student comes back from Leave of Absence will apply (see the Refund Policy section for details).

Any pending financial obligation towards IUM at the date of the Leave of Absence request may imply a refusal. A student who does not resume his/her studies at the end of the authorized LoA period will be withdrawn from the University.

5.5.4 Withdrawal

Students who wish to withdraw from a degree program must notify in writing the Academic Administration Office briefly explaining the reasons of their withdrawal. Such notifications need to be reviewed and ratified by the General Director before becoming effective. Any pending financial obligation towards IUM at the date of withdrawal notification remains due (please refer to section 3.3 on **Payments, Refunds and Financial Aid**). Student can request the Academic Administration Office the issuance of a Certificate of Completion for the courses successfully completed.

5.5.5 Class Attendance and Behavior

In application of IUM's educational philosophy based on interactive learning, **class attendance and active participation** are essential for succeeding in IUM courses, and are part of a student's responsibility toward the instructor and his or her classmates.

5.5.5.1 Attendance

Students are expected to attend all classes and examinations. **Attendance is mandatory**, it is recorded by the instructor at the beginning of each session.

Absences should remain exceptional and limited to the strictly unavoidable ones. Only sickness or documented exceptional circumstances (accident, hospitalization, death of a close family member, etc.) may allow an absence to be justified. It is the student's responsibility to justify an absence, by providing appropriate justifying documentation. The University accepts the following:

- Medical certificate dated and signed, and explicitly indicating the exact number of days the student cannot attend courses;
- Death certificate (of spouse, child, mother or father, grandparent, brother or sister);
- Imperative and mandatory convocation by a public authority.

An absence is considered as formally justified by the University when the justifying documentation is accepted. An absence without any supporting justifying documentation or with unacceptable documentation remains unjustified.

The justifying documentation needs to be provided to the Academic Administration Office within four working days counted from the first day of the absence (the date of the post office stamp will be considered proof, or, the date of the email receipt). If solicited by the Academic Administration Office, the original, hard copy of the absence documentation must be provided. If this request is not met and the original documentation is still missing, the absence may be reclassified as "unjustified". Only documents in English or French or originals accompanied by legal translation in one of these languages can be accepted.

Absences caused by transportation issues (such as trains strike, traffic jams, cancellation of a train or a flight) will remain unjustified in all circumstances, it is the students' responsibility to organize themselves to be present.

Requests due to exceptional circumstances will be brought to the attention of a special jury involving the Program Director, the Vice Dean and the Head of the Academic Administration Office. The jury will determine the admissibility or otherwise of the request.

Student who miss a class are responsible for making up any work by the next class as well as completing any assignments and homework for the next class.

5.5.5.2 Lateness

Students should be on time for classes and stay throughout the end of the class. The instructor may refuse entry to students who arrive after the start of the class and mark them absent. For in-class sessions, students should arrive in the classroom a few minutes before the posted class time in order

for the class to start without delay; for online synchronous sessions, students should connect to the online class site a few minutes before the posted start time.

5.5.5.3 Class Behavior and Participation

Students should refrain from disruptive behavior and focus their undivided attention on the class matter while in class, in particular students should refrain from talking with other classmates or distracting them in any other way from the lesson. Cell phones, laptop computers, and other devices must be switched off during classes unless the use of computers is explicitly requested by the instructor. A polite and respectful behavior in line with IUM Code of Ethical Conduct is expected at all times. Instructors may request students who are disruptive to leave the class.

Students are not supposed to leave the classroom without authorization. Students who leave the class without authorization may be marked absent.

IUM encourages and evaluates meaningful participation. Class discussions benefit from the variety of perspectives and experiences of all participants. Students can contribute to each class in a unique way and they are therefore requested to come to class well prepared, having completed the readings and assignments given by the professor. Please refer to course syllabi for more details on this.

5.5.5.4 Quizzes, Tests and Exams

Attendance is compulsory for all types of examination. Students are requested to arrive (or connect in case of online exams) a few minutes in advance so that they may be placed in the examination room. Students must respect the instructions such as switching off their mobile phones and other connected devices (e.g. watches) before the start of the exam and placing them with their belongings in front of the classroom. A student who does not follow the examination rules and keeps such devices during an exam will be considered cheating and will be subject to disciplinary sanctions.

Students who arrive late for a test or an examination may be allowed to take the exam only if no student has already left the examination room. They will not be given extra time to complete the exam.

No special arrangements can be made to sit examinations either before or after the set date. A student who does not attend an examination will receive a grade of 0% for that examination.

Only sickness or documented exceptional circumstances may allow an absence to an exam to be justified. A student who misses an exam due to such a situation must present appropriate justifying documentation to the Academic Administration Office as specified in the section on Attendance.

- In case of a Continuous Assessment examination (such as a quiz or test), if the absence is formally justified, the student will not receive a penalty; if the absence is not justified the student will receive a grade of 0% for that examination.
- In case of a Final Exam, if the absence is formally justified, the student is allowed to sit that exam in the next available remedial exam session and will count as the first attempt; if the

absence is not justified the student will receive a grade of 0% for that examination (cf. section on Academic Progress).

Students with documented special needs may benefit from specific arrangements during exams as indicated in the section on **Special Needs and Learning Disabilities Policy**.

5.5.6 Academic Progress

5.5.6.1 Modules and Credits

The content of the programs at IUM is delivered in modules that include different academic subjects. Modules carry academic credits on the basis of 1 credit per approximately 15 contact hours or equivalent. Student academic progress is measured by successful module completion for each semester.

5.5.6.2 Grading System

The final grade of a module is the weighted average of the final grades of its component courses or subjects with their respective weights within the module. Grades are given in percentage form based on the grading scale given in Table 5.2 below.

The final grade of each course is generally based for 50% on continuous assessment (individual and/or group assignments, in-class tests, class preparedness and active participation, ...), and for 50% on final assessment (final exam, final project report and presentation, etc.).

To pass a module and obtain the corresponding credits, a student needs to achieve a final grade of 60 or better for the module and a final grade of at least 45 in each course. In other words, course grades compensate for each other according to their relative weight in the module grade. However, there is a minimum grade barrier for each course or subject. The different situations are described below:

- If a student obtains a module final grade of at least 60 and each subject final grades at or above 45, then he/she passes the module and earns the corresponding credits.

Semester 1: Business Fundamentals							
Courses	Weight	Grades Obtained			Final Grade	Us Letter Grade	US Credits Obtained
		Continuous Assessment	Final Assessment	Remedial Grade			
Core Module 1: International Business and Markets					67	D+	6
- Introduction to Business	1	84.80	70.00	⋮	77.40	C+	
- Introduction to Economics	1	63.20	34.00	⋮	48.60	E	
- Introduction to Marketing	1	77.00	70.00	⋮	73.50	C	
Core Module 2: Transversal Skills 1					88	B+	5
- English for Academic Purposes	2	85.20	84.00	⋮	84.60	B	
- Mathematics for Business	2	86.00	100.00	⋮	93.00	A-	
- IT Tools for Managers 1	1	89.00	77.00	⋮	83.00	B	
Marketing & Communication Track - Module 1					64	D	4
- Advertising and Symbols	1	76.67	36.00	⋮	56.35	E	
- Computer Graphics	1	67.00	75.00	⋮	71.00	C-	
Number of Credits Obtained							15 / 15

MASTER OF SCIENCE PROGRAMS – SPECIFICATIONS & REGULATIONS

- If a student obtains a module final grade of at least 60 but some subjects are below 45, then the student must take **remedial exams** for such subjects. If the remedial exam grades allow to reach a final subject grade at or above 45 in all subjects, then the student passes the module, but the subject grades for which he /she has taken remedial exams are capped at 45. If some subjects are still below 45 after the remedial exams, then the student has to retake the entire module in the following academic year, before being allowed to progress to the modules of the next year of the program. The Academic Jury makes decisions in such cases.

Semester 1: Business Fundamentals							
Courses	Weight	Grades Obtained			Final Grade	Us Letter Grade	US Credits Obtained
		Continuous Assessment	Final Assessment	Remedial Grade			
Core Module 1: International Business and Markets					83	B	6
- Introduction to Business	1	94.20	86.00		90.10	A-	
- Introduction to Economics	1	76.80	82.00		79.40	C+	
- Introduction to Marketing	1	82.00	78.00		80.00	B-	
Core Module 2: Transversal Skills 1					77	C+	0
- English for Academic Purposes	2	83.25	94.00		88.65	B+	
- Mathematics for Business	2	70.60	92.00		81.30	B-	
- IT Tools for Managers 1	1	67.40	20.00		43.70	F	Remedial Exam needed
Business Management Track - Module 1					74	C	4
- Microeconomics	1	70.80	55.00		62.90	D	
- International Relations	1	85.60	84.00		84.80	B	
Number of Credits Obtained							10 / 15

- If a student obtains a module final grade below 60, then he or she must take remedial exams for all subjects with a grade below 60. The remedial exam grades appear in the “Remedial Grade” column in the grade report, and the module grade is recalculated but is capped at 60. If after the remedial exams the student has not passed the module, then he or she has to retake it entirely. The Academic Jury makes decisions in such cases.

Semester 1: Business Fundamentals							
Courses	Weight	Grades Obtained			Final Grade	Us Letter Grade	US Credits Obtained
		Continuous Assessment	Final Assessment	Remedial Grade			
Core Module 1: International Business and Markets					64	D	6
- Introduction to Business	1	78.70	62.00		70.35	C-	
- Introduction to Economics	1	67.60	44.00		55.80	E	
- Introduction to Marketing	1	68.80	60.00		64.40	D	
Core Module 2: Transversal Skills 1					78	C+	5
- Intensive English for Academic Purposes	2	76.80	71.00		73.90	C	
- Mathematics for Business	2	73.40	89.00		81.20	B-	
- IT Tools for Managers 1	1	88.10	73.00		80.55	B-	
Marketing & Communication Track - Module 1					43	F	0
- Advertising and Symbols	1	34.17	25.00		29.60	F	Remedial Exam needed as not above 60
- Computer Graphics	1	54.00	60.00		57.00	E	Remedial Exam needed as not above 60
Number of Credits Obtained							11 / 15

These rules are summarized in the below table:

Table – Possible Module Grades and Outcomes

Module final grade	Course final grade in the module	Remedial exams	Outcome							
≥ 60%	All ≥ 45%	Not needed	Module passed							
	Some < 45%	Yes, only for subjects with final grade < 45%	<p>If final subject grades after remedial exams ≥ 45%, then module passed, but subject final grades capped at 45.</p> <p>Calculation of capped grade: The remedial grade is recalculated as shown in the below example in order to be capped at 45: <i>A student got 70% in the continuous assessment, the calculation to get the capped remedial grade would be:</i></p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 5px;">Continuous Assessment weight 50%</td> <td style="padding: 5px;">x</td> <td style="padding: 5px;">Average of Continuous Assessment 70%</td> <td style="padding: 5px;">+</td> <td style="padding: 5px;">Final Assessment weight 50%</td> <td style="padding: 5px;">x</td> <td style="padding: 5px;">Remedial Grade ?</td> </tr> </table> <p>The recalculated remedial grade is entered in the “Final Assessment” category, not on the remedial grade category.</p>	Continuous Assessment weight 50%	x	Average of Continuous Assessment 70%	+	Final Assessment weight 50%	x	Remedial Grade ?
			Continuous Assessment weight 50%	x	Average of Continuous Assessment 70%	+	Final Assessment weight 50%	x	Remedial Grade ?	
<p>If final subject grades after remedial exams < 45%, then entire module must be retaken.</p>										
< 60%	All ≥ 45% (but some < 60%)	Yes, for all subjects < 60%	<p>If module final grade ≥ 60%, after remedial exams, then module passed, with module grade capped at 60.</p> <p>Calculation of capped grade: The remedial grade given by the professor is entered in the “Remedial Grade” category and the module is automatically capped at 60.</p>							
			<p>If module final grade after remedial exams < 60%, then entire module must be retaken.</p>							
	Some < 45%	Yes, for all subjects < 60%	<p>If module final grade ≥ 60% and all subject final grades ≥ 45% after remedial exams, then module passed, with grade capped at 60.</p> <p>If module final grade still < 60% and/or some subject final grades < 45% after remedial exams, then module failed. Entire module must be retaken. The Academic Jury will make decisions in such case.</p>							

5.5.6.3 Remedial Exams Sessions

Remedial exam sessions for each semester of the program are planned in advance and are indicated in the Academic Calendar. A student who needs to take remedial exams must sit them in the first available remedial exam session for the relevant semester of the program. Students must take appropriate measures to be available during the remedial exam session of the semester they are taking in the event that they have to sit remedial examinations.

If a student is absent at a remedial exam, he /she fails the subject and will have to retake the entire module containing that subject in the following year. Only extreme mitigating circumstances (such as hospitalization, accident, death of a close family member, case of *force majeure*, ...) duly documented (only originals in English or French or originals accompanied by legal translation in one of these languages can be accepted) allow a student to be excused and to sit the remedial exams in the following available session.

A student can take a remedial exam only once.

Students are not allowed to retake exams in the remedial exam sessions in an attempt to improve their grade if they have already successfully validated the module.

5.5.6.4 Grading Scale

Percentage grade ranges correspond to letter grades as illustrated in the below table:

Table 5.2 – Grading Scale

eQuality of Work	Percentage Range	Letter Grade
Excellent Work fulfills completely the assignment expectations.	95-100%	A
	90-94%	A-
Good Work fulfills largely the assignment expectations.	87-89%	B+
	83-86%	B
	80-82%	B-
Acceptable Work fulfills partially the assignment expectations.	77-79%	C+
	73-76%	C
Pass Work barely meets the assignment expectations.	70-72%	C-
	67-69%	D+
	63-66%	D
	60-62%	D-
Poor Work does not meet the minimum expectations of the assignment.	45-59%	E
Extremely poor No or inadequate attempt to meet minimum expectations of the assignment. Insufficient work.	< 45%	F

5.5.6.5 Grade Appeal Procedure

Students may appeal a grade or an evaluative comment within 30 days following publication of the semester grade report.

The grade appeal process is described below.

1. The student should request in writing from the Program Director an investigation of the grade explaining the reason of the request.
2. The Program Director should gather all pertinent information, review the relevant facts and possibly consult with the Academic Committee to reach a conclusion.
3. At the end of the investigation the Program Director communicates in writing to the student the conclusion that, either concurs with the faculty member regarding the grade, or, provided sufficient justification and documentation, in some instances requires a grade revision.
4. If the student wishes to pursue the issue after consultation with the Program Director, he/she must request in writing within 14 days further investigation from the Dean, who will review the findings. The final authority rests with the Dean.

The original grade issued remains in effect throughout the entire review and appeal process.

If a grade appeal results in a recommended change of grade, the course instructor will forward in writing a request of grade change to the Program Director.

No grade appeal can be made after a student has graduated and received his or her degree.

5.5.6.6 Academic Jury

The graduate Academic Jury meets at the end of the academic year to review students' academic progress and to make decisions regarding students' progression in the program. To validate the first two terms of the program a student needs to pass all the modules and obtain the corresponding credits. The Academic Jury reserves the right to grant module credits on exceptional grounds after evaluating the situation on a case-by-case basis or to allow a student to retake a module or a term of the program.

A student may repeat a module or a semester only once.

Students who have not obtained all the program year credits may be authorized to retake a given module or a term of the program. These decisions must be validated by the Dean.

A student cannot retake a given module or a term more than once. Students who do not succeed after the second attempt will be dismissed from the program after validation by the Dean.

5.5.7 Graduation Requirements

In order to graduate from a Master of Science degree program students must have obtained the required number of credits of the program, that is 50 US credits for students enrolled in 2020-2021. (Students enrolled prior to 2020-2021 will follow the graduation requirements in force in the year of their initial enrollment).

Honors at Graduation: a student who graduates with a minimum grade average of 87/100 will graduate with honors. The Graduation Jury meets twice a year to review the list of graduation candidates and approve, delay or refuse graduation.

6 MBA PROGRAM - SPECIFICATIONS & REGULATIONS

6.1 MBA Program Description

IUM's Master of Business Administration program – the Monaco MBA – is a post-experience Master level program for candidates who have already acquired managerial experience. It prepares individuals for high-level management careers by immersing them in a truly multi-cultural learning environment, and emphasizing the practical applications of management theories and disciplines.

6.1.1 Learning Goals and Objectives

Upon completion of the Monaco MBA graduates will:

1. BE ANALYTICAL THINKERS AND INNOVATIVE PROBLEM SOLVERS:
Critically analyze complex business situations to develop proper strategies.
2. BE EQUIPPED TO LEAD RESPONSIBLY IN A BUSINESS ORGANIZATION:
 - a. Master critical business functions and management theories.
 - b. Understand the processes to drive change and motivate people.
3. BE EFFECTIVE DECISION MAKERS:
Make business decisions taking into account the impact on different stakeholders.
4. BE ARTICULATE AND INSPIRING COMMUNICATORS:
Deliver well-structured and compelling communications.
5. BE COLLABORATIVE TEAM PLAYERS:
Be able to work collaboratively in a multicultural group toward achieving shared objectives.

6.1.2 The Monaco MBA Curriculum

The Monaco MBA curriculum is built around four thematic pillars:

BUSINESS ENVIRONMENT - Understanding the Big Picture

This pillar addresses what is happening, and is likely to happen in the external environment that could have an impact on businesses and decision-making. These include technological trends; social and consumer trends; geopolitical and economic trends; and megatrends.

BUSINESS MARKETS - Spotting and Growing Opportunities

Identifying and growing external opportunities, as well as spotting and leveraging existing and/or emerging opportunities for business creation and/or growth, are key to any firm's sustainable success.

FINANCE & OPERATIONS - Keeping Track and Staying the Course

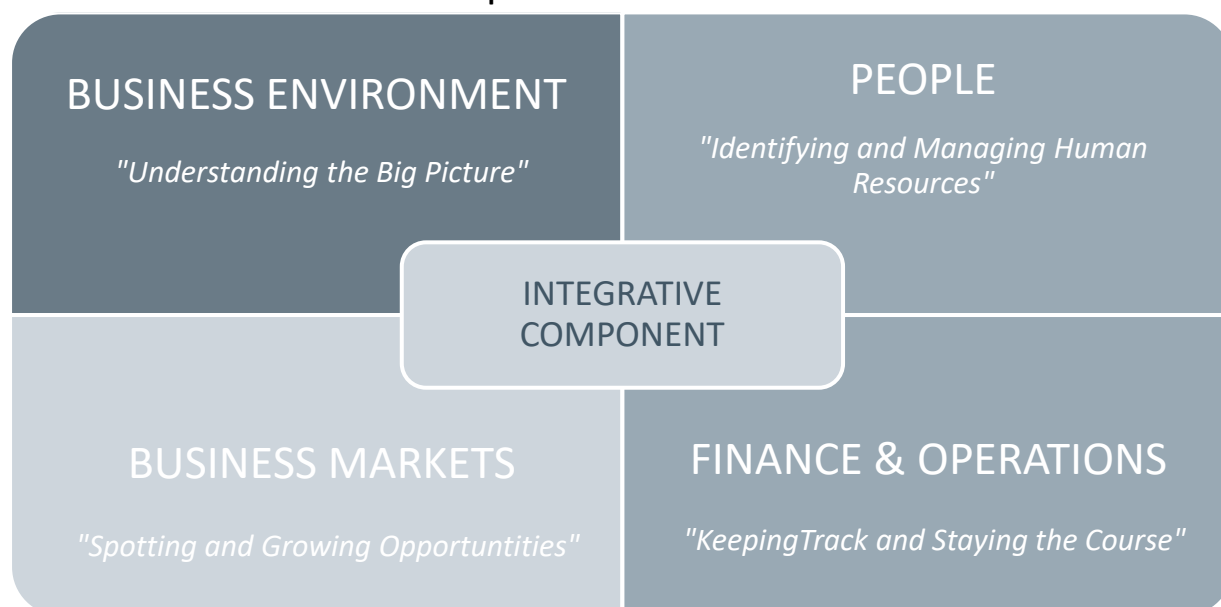
Keeping track of and controlling the financial and resource implications of a company's growth strategy is key if it is to stay the course in an ever more competitive environment.

PEOPLE - Identifying and Managing Human Resources

Having the right resources—tangible, intangible and human—and skills are critical elements if a firm is to capitalize on new opportunities. They need to be identified and developed, today and tomorrow. Leadership capabilities are fundamental to this.

Overarching the above pillars, an **INTEGRATIVE COMPONENT** assimilates the key competencies and cross-disciplinary skills developed throughout the curriculum.

The Monaco MBA curriculum thematic pillars:



In addition to the core curriculum students may also select, if they wish, from amongst several *"Learning from Monaco"* elective courses. These courses are related to the Principality's established strengths and IUM's expertise in the fields of luxury management and wealth management.

The courses in each of the four thematic pillars, the integrative component and the electives offered are the following:

<p>BUSINESS ENVIRONMENT</p>	<p>PEOPLE</p>
<ul style="list-style-type: none"> - Economics for Managers - Industrial and Competitive Analysis - Geopolitical and Social Trends - Sustainable Business - Business and Society: Responsible Management - Digital Innovation and Transformation 	<ul style="list-style-type: none"> - Organizational Behavior and Cross-Cultural Management - Organizational Design and Change Management - Professional Development Seminar, 1 & 2 - Workshop: Virtual Teamwork and Leadership - Business Presentation Skills - Foreign Language & Culture
<p>BUSINESS MARKETS</p>	<p>FINANCE & OPERATIONS</p>
<ul style="list-style-type: none"> - Marketing Strategy - Global Business Strategy - Innovation Management and Design Thinking - New Trends in Marketing - Entrepreneurship and Business Planning 	<ul style="list-style-type: none"> - Data, Big Data and Decision Making - Accounting and Financial Analysis - Corporate Financial Management - Contracts and Negotiations - Operations and Supply Chain Management - Consulting Project Management
<p>INTEGRATIVE COMPONENT</p>	
<ul style="list-style-type: none"> - Corporate Consulting Project OR Entrepreneurial Business Plan - Business Simulation 	
<p>ADDITIONAL OPTION - "LEARNING FROM MONACO" ELECTIVES</p>	
<ul style="list-style-type: none"> - Luxury Consumer Behavior - Luxury Branding - Luxury Services - Real Estate Investing - Mergers & Acquisitions - Wealth Management - Venture Capital and Entrepreneurial Finance 	

6.1.3 Pedagogy

IUM's teaching methodology emphasizes **cross-disciplinary integration** and the **balance of theory and practice** through interdisciplinary projects and real-world applications that require the ability of students to combine various disciplines and skills and to leverage their previous work experience as well as the diverse expertise of academic researchers and active practitioners in the MBA faculty.

The **experiential learning** approach characterizes the entire curriculum that gives large space to applications, real world examples, and case studies and reaches its epitome in the final program components, the Corporate Consulting Projects or the Entrepreneurial Business Plan, and the Business Simulation. Corporate Consulting Projects are an essential component for the MBA and constitute the capstone of the program. With these projects the MBA offers students the opportunity to work on

concrete, real world projects, sourced by companies, and to be actively involved in strategic decision-making and recommendations to specific corporate opportunities, challenges and issues. Students work in teams, much as consultants do, on actual strategic projects entrusted to them by enterprises both in the region and further afield. Entrepreneurial Business Plans are options for students who have their own entrepreneurial ideas and wish to pursue them during their studies. With the assistance of selected faculty and professional investors, they are expected to produce, and pitch, an implementable business plan.

Peer-to-peer interaction is another essential aspect of the Monaco MBA pedagogical approach emphasized through the numerous opportunities embedded in the program. Every module includes groupwork and teams are formed by deliberately mixing residential and distance learning students. The online learning platform allows for rich levels of interaction among the cohort through both synchronous and asynchronous activities, such as discussion forums, chats, and occasionally online live sessions.

The Monaco MBA comprises a highly personalized **Professional and Personal Development** program offered by IUM Corporate Relations Department, which spans the entire duration of the studies and is articulated in three steps: self-assessment, job market analysis, and marketing of self. The activities of the Professional and Personal Development program include individual career counseling sessions, MBA Career Services workshops, and the Monaco MBA Mentorship Program with the aim to clarify career goals, identify transferable skills and strengthen personal branding. In addition, the Corporate Relations Department offers multiple networking opportunities with IUM Alumni, top executives, specialized consultants, employers, and investors through a variety of events.

Besides the courses, IUM organizes a series of **special seminars, events and conferences** in topical issues and emerging trends affecting businesses throughout the year and particularly during the four **Master Class Weeks** (please see section on **Program Structure and Delivery Modes**), so that part-time/distance students may also participate.

These events, which include guest speakers from a wide variety of sectors and domains, aim to provide a higher-level look at key topics affecting businesses everywhere. The seminars, while stand-alone, also enhance many of the subjects within the “core courses” and form an integral part of the **Monaco MBA learning journey**. Some topics addressed during these weeks include big data; artificial intelligence; crypto-currencies; competitive intelligence; and megatrends and their impacts on business.

6.1.4 Program Structure and Delivery Modes

Courses are delivered in residential and distant mode, and the program can be followed full-time over one academic year comprising two terms, Fall (September to mid-January), and Spring (January to June), or part-time over two academic years.

The program is articulated into 8 core modules (cf. program outline below), each module groups 2 to 4 courses delivered concurrently. Modules carry academic credits on the basis of 1 credit per 15 contact hours or equivalent. The program comprises 50 US semester credits (equivalent to 120 ECTS). In addition to the mandatory modules students may take up to three elective courses among the selection offered.

All students, regardless of the delivery mode they have chosen, must attend four residential **Master Class Weeks** during their program:

- the **Induction Week**, in September, at the start of the program,
- the **Career Development & Networking Week**, in January,
- the **Entrepreneurial Challenge Week**, in May,
- the **Business Simulation Week** in June, at the end of the program.

6.1.5 Program Outline

The program outlines for the full-time pace and for the part-time pace are provided below:

MBA Program Outline - 2020-2021		
Full-time pace		
<i>50 US semester credits (120 ECTS equivalent)</i>		
Fall Term (September – January)		
Module: The Company as Ecosystem (8 US credits)		<i>weight</i>
	Accounting and Financial Analysis	1
	Organizational Behavior and Cross-Cultural Management	1
	Economics for Managers	1
	Marketing Strategy	1
Module: Core Managerial Responsibilities (6 US credits)		<i>weight</i>
	Data, Big Data and Decision Making	3
	Business & Society: Responsible Management	1
	Organizational Design and Change Management	2
Module: Professional and Personal Development (3 US credits)		<i>weight</i>
	Professional Development Seminar - Part 1	1
	Virtual Teamwork and Leadership	1
	Learning from Monaco: Conference Series	1
	Foreign Language & Culture (<i>optional</i>) – possible choices French, Italian or Russian	1
Spring Term (January – June)		
Module: Managing in Complex Environments (6 US credits)		<i>weight</i>
	Industrial and Competitive Analysis	2
	Digital Innovation and Transformation	1
	Sustainable Business	2
	Geopolitical and Social Trends	1
Module: Thinking Strategically (7 US credits)		<i>weight</i>
	Global Business Strategy	2
	Corporate Financial Management	2
	Contracts & Negotiations	1
	Operations & Supply Chain Management	2
Module: New Business Development (8 US credits)		<i>weight</i>
	Innovation Management and Design Thinking	2
	New Trends in Marketing	2
	Entrepreneurship and Business Planning	2
	Consulting Project Management	1
Module: Integrated Decision Making (9 US credits)		<i>weight</i>
	Business Simulation	1
	Corporate Consulting Project or Entrepreneurial Business Plan	1
Module: Professional and Personal Development (3 US credits)		<i>weight</i>
	Professional Development Seminar - Part 2	1
	Business Presentation Skills	1
	Learning from Monaco: Conference Series	1
	Foreign Language (<i>optional</i>) – possible choices French, Italian or Russian	1
Optional Electives (2 to 6 US credits)		<i>weight</i>
<i>Luxury Consumer Behavior, Luxury Branding, Real Estate Investing, Mergers & Acquisitions, Wealth Management, Venture Capital & Entrepreneurial Finance</i>		1

MBA Program Outline – 2020-2021		
Part-time pace		
<i>50 US semester credits (120 ECTS equivalent)</i>		
YEAR 1 - Fall Term (September – January)		
Module: The Company as Ecosystem (8 US credits)		<i>weight</i>
	Accounting and Financial Analysis	1
	Organizational Behavior and Cross-Cultural Management	1
	Economics for Managers	1
	Marketing Strategy	1
Module: Professional and Personal Development (3 US credits)		<i>weight</i>
	Professional Development Seminar - Part 1	1
	Virtual Teamwork and Leadership	1
	Learning from Monaco: Conference Series	1
	Foreign Language & Culture (<i>optional</i>) – possible choices French, Italian or Russian	1
YEAR 1 - Spring Term (January – June)		
Module: Thinking Strategically (7 US credits)		<i>weight</i>
	Global Business Strategy	2
	Corporate Financial Management	2
	Contracts & Negotiations	1
	Operations & Supply Chain Management	2
Module: New Business Development (8 US credits)		<i>weight</i>
	Innovation Management and Design Thinking	2
	New Trends in Marketing	2
	Entrepreneurship and Business Planning	2
	Consulting Project Management	1
Optional Electives* (2 to 4 US credits)		<i>weight</i>
YEAR 2 - Fall Term (September– January)		
Module: Core Managerial Responsibilities (6 US credits)		<i>weight</i>
	Data, Big Data and Decision Making	3
	Business & Society: Responsible Management	1
	Organizational Design and Change Management	2
<i>Preliminary Work on Entrepreneurial Business Plan</i>		
YEAR 2 - Spring Term (January – June)		
Module: Managing in Complex Environments (6 US credits)		<i>weight</i>
	Industrial and Competitive Analysis	2
	Digital Innovation and Transformation	1
	Sustainable Business	2
	Geopolitical and Social Trends	1
Module: Integrated Decision Making (9 US credits)		<i>weight</i>
	Business Simulation	1
	Entrepreneurial Business Plan	1
Module: Professional and Personal Development (3 US credits)		<i>weight</i>
	Professional Development Seminar - Part 2	1
	Business Presentation Skills	1
	Learning from Monaco: Conference Series	1
	Foreign Language (<i>optional</i>) – possible choices French, Italian or Russian	1
Optional Electives (2 US credits)		<i>weight</i>

6.2 Admission to the Monaco MBA Program

6.2.1 Admission Eligibility Requirements

To be eligible for admission to IUM's MBA program, applicants must fulfil the following requirements:

- Hold an undergraduate degree
- Be proficient in English
- Have at least 3 years of managerial work experience

6.2.2 Admission Criteria

For its MBA program IUM looks for candidates with a strong professional project and high potential evidenced through a portfolio of professional and extra-professional experiences, initiatives, and accomplishments, as well as the capacity to work well in a multicultural context.

To assess such aspects IUM uses the **Context Aggregate Score (CAS)**. The CAS provides a balanced, quantitative measure of the applicant's strengths, weaknesses, achievements, uniqueness, and potential for success in the MBA program while taking into account the range of factors that make up his or her cultural environment. It is a critical element in the admissions process since it captures dimensions not measured by grades or test scores.

The CAS is calculated by multiplying the applicant's grade point average by 125, and then adding a background score based on a total of 1,000 and an interview score on a basis of 100 points with a multiplier factor of 10.

The background score is obtained by evaluating five dimensions: professional experience, advanced education, motivation, global leadership potential, and contribution to IUM mission. Each of these can have a maximum of 200 points assigned (from "Low Attainment" = 0 points to "Exemplary Accomplishment" = 200 points) with the sum of the five dimension scores equal to a total maximum of 1000. The background score is designed to take bias out of the admission process while reflecting the University's mission of recruiting balanced cultural representation in each MBA cohort. The minimum Context Aggregate Score for admissibility is 1500 points.

6.2.3 Application and Admission Process

The Monaco MBA program has one intake per year, in September. Applicants must complete the online application form, available on IUM website, and provide the Admission Office with the required documents namely:

- A completed application form with a motivation letter
- Official University transcript(s) of the highest degree obtained, and a copy of the diploma if the transcript does not indicate graduation. For candidates who have completed more than one degree it is recommended to provide transcripts and a copy of the diploma for each degree obtained as this can positively impact the candidate's profile evaluation. Official translation into English or French must be provided if the documents are not in one of these languages.

MBA PROGRAM - SPECIFICATIONS & REGULATIONS

- One letter of recommendation from an employer or a professor
- CV detailing their work experience
- Proof of English proficiency: non-native speakers of English, or applicants who have not studied in English or worked in a company where English was the official language, need to provide a proof of English proficiency in one of the following forms:
 - A standardized test, with the below minimum score:
 - TOEFL iBT, minimum 79
 - IELTS, minimum 6.0
 - Cambridge English Advanced or Proficiency Certificate, score of C or better
 - IUM English Entry Test (level C1 or better in the Common European Framework of Reference for Languages - CEFR)
- Photocopy of passport or national identity card
- a digital photo (ID format)
- Application fee of 60 euros

Applications for admission are first reviewed by the admission officer and then by the Program Director. An interview of the candidate is then scheduled. For distant candidates the interview can be conducted via videoconferencing. The interview is a compulsory element of the admission procedure.

Admission decisions are made by the MBA Admission Jury consisting of the Program Director, the Vice Dean, Director of Corporate Relations, and a representative of the Admission Office. All candidates are notified of the Admission Jury decision.

If the assessment is positive the candidate receives an Offer of Admission which specifies the terms and conditions of the admission. In many cases such offer of admission is conditional to the candidate fulfilling certain requirements or providing certain required supporting documentation before the start of the program. Candidates that fail to fulfil their admission conditions will not be allowed to start in the program or may be given a determined period of time to provide the requested documentation. The non-fulfilment of an admission condition automatically implies the withdrawal of the Offer of Admission.

Failing to provide the requested documents, or falsifying documents, or making false statements to IUM officials is subject to sanctions by the Disciplinary Committee.

A student is enrolled as a degree seeking student in a program when he or she has accepted the Offer of Admission by returning a completed and signed copy of the Offer and has paid the enrolment fee.

Candidates without a previous degree in business or substantial business experience may be required to complete preparatory work on the fundamentals of economics, statistics, accounting and finance online (MBAmath).

6.3 MBA Academic Rules

6.3.1 Choice of Delivery Mode and of Pace of Studies

The MBA program offers different options concerning the mode of delivery and the pace of studies. At the time of admission students are required to make their preferences known for the program's delivery mode and the pace of studies.

- Delivery mode, two possible:
 - a) **residential** i.e. in the classroom environment including four mandatory residential Master Class Weeks;
 - b) **distant** i.e. online learning plus four mandatory residential Master Class Weeks.
- Pace of the studies, they are two possible options regarding the number of courses taken simultaneously by each student:
 - a) **full-time pace**: in which case the required courses are taken over a 10-month period, from September through June of the next year;
 - b) **part-time pace**: where the required courses are taken over a period of 20 months from September through June of the year after the next.

6.3.2 Change of Delivery Mode and/or of Pace of Studies

A student is allowed to switch from one delivery mode to the other and to change the pace of the studies. This change is possible only once, at the end of a term.

Any request of change of delivery mode or of pace of studies must be officially submitted in writing through the Academic Administration Office and must be validated by the Graduate Academic Committee before becoming effective.

Changing delivery mode may imply also a change of pace of studies. A change of pace of studies has an impact on the overall duration of the program. Students who wish to change their choice of delivery mode and/or of pace of studies must carefully discuss their study plan with the Program Director.

6.3.3 Length of Studies

The Monaco MBA Program is designed to be completed in either 10 months or 20 months. However, the length of studies may be extended due to the following circumstances listed below. All requests must be made in writing through the Academic Administration Office and need to receive formal validation before becoming effective:

- A student who, due to external circumstances, is not in the capacity to complete a module by the normal deadline, may be authorized by the Graduate Academic Committee to benefit from an exceptional **extension** which cannot exceed 3 months;
- A student who has not successfully completed all the program modules may be authorized by the Academic Jury to **retake one or more modules** of the program; a student can retake a module only once.

- A student who faces exceptional personal or family circumstances, may requests a **leave of absence** for a maximum of one year. Such requests must be formally validated by the Graduate Academic Committee.

Maximum Time to Completion: Students must complete the MBA program within 48 months from the date of first enrolment. A student who does not complete the program within 48 months from the date of enrolment will not be eligible to receive the MBA degree. However, the student can request a Certificate of Completion for the successfully completed courses. Periods of leave of absence are not considered part of the maximum time to completion.

6.3.4 Leave of Absence

Students who face exceptional personal or family circumstances may request a **Leave of Absence** (LoA) for a maximum of two semesters. Such requests must be made in writing through the Academic Administration Office (academicadmin@monaco.edu) and are ratified by the Academic Jury becoming effective.

During the period of interruption of studies, students will not be authorized to attend courses nor complete coursework. Students will not be eligible to attend remedial examinations for the semester for which they are on Leave of Absence.

The interruption of studies implies that students will have to attend the whole semester of studies once they return from the Leave of Absence period. Tuition and fees prices in force once the student comes back from Leave of Absence will apply (see the Refund Policy section in Chapter 3 for details).

Any pending financial obligation towards IUM at the date of the Leave of Absence request may imply a refusal. A student who does not resume his/her studies at the end of the authorized LoA period will be withdrawn from the University.

6.3.5 Course Registration

Based on the pace of studies and delivery mode chosen, students are automatically registered in the corresponding core courses.

During the Fall term students can register for elective courses offered in the Spring term by completing the registration form provided by the Academic Administration Office. MBA students can choose up to three elective courses. Completed registration forms for electives must be submitted to the Academic Administration Office within the stated deadline and need to be validated by the Program Director before becoming effective.

The International University of Monaco reserves the right to not open an elective course when demand for that course is considered insufficient: i.e. less than five students have signed up. In such a case, IUM will assist students to redirect them towards other courses.

6.3.6 Module Withdrawal

Students who wish to withdraw from a module without academic penalty may do so only within the first three weeks from the start of the module. They must notify in writing the Academic Administration Office briefly explaining the reasons of their withdrawal. Module withdrawals affect the pace and the length of studies (please see relative section). It is not possible to withdraw from single courses of a module.

6.3.7 Program Withdrawal

Students who wish to withdraw from a degree program must notify in writing the Academic Administration Office briefly explaining the reasons of their withdrawal. Such notifications need to be reviewed and ratified by the General Director before becoming effective. Any pending financial obligation towards IUM at the date of withdrawal notification remains due (please refer to section 3.3 on **Payments, Refunds and Financial Aid**). Student can request the Academic Administration Office the issuance of a Certificate of Completion for the courses successfully completed.

6.3.8 Student Attendance and Behavior

Students who follow the courses in **residential mode** commit to comply with the below IUM attendance policy:

Students are expected to attend all classes and examinations. Attendance is mandatory and is recorded by the instructor at the beginning of each session.

Absences should remain exceptional and limited to the strictly unavoidable ones. Only sickness or documented exceptional circumstances (accident, hospitalization, death of a close family member, etc.) may allow an absence to be justified. It is the student's responsibility to justify an absence, by providing appropriate justifying documentation. The University accepts the following:

- Medical certificate dated and signed, and explicitly indicating the exact number of days the student cannot attend courses;
- Death certificate (of spouse, child, mother or father, grandparent, brother or sister);
- Imperative and mandatory convocation by a public authority.

An absence is considered as formally justified by the University when the justifying documentation is accepted. An absence without any supporting justifying documentation or with unacceptable documentation remains unjustified.

The justifying documentation needs to be provided to the Academic Administration Office within four working days counted from the first day of the absence (the date of the post office stamp will be considered proof, or, the date of the email receipt). If solicited by the Academic Administration Office, the original, hard copy of the absence documentation must be provided. If this request is not met and the original documentation is still missing, the absence may be reclassified as "unjustified". Only documents in English or French or originals accompanied by legal translation in one of these languages can be accepted

Absences caused by transportation issues (such as trains strike, traffic jams, cancellation of a train or a flight) will remain unjustified in all circumstances, it is the students' responsibility to organize themselves to be present.

Requests due to exceptional circumstances will be brought to the attention of a special jury involving the Program Director, the Vice Dean and the Head of the Academic Administration Office. The jury will determine the admissibility or otherwise of the request.

A student who misses a class is responsible for making up any work by the next class as well as completing any assignments and homework for the next class.

Students who have chosen to study in **distant mode** commit to regularly connect to the online course platform and to undertake the activities assigned by the professor within the given timeframe.

Communications with faculty should occur via the university email or through the learning platform.

Regardless of the delivery mode chosen, all students must **respect assignment deadlines** and submit their work only through the online platform.

6.3.9 Quizzes, Tests and Exams

Students are requested to arrive (or connect in case of online exams) a few minutes in advance so that they may be placed in the examination room. Students must respect the instructions such as switching off their mobile phones and other connected devices (e.g. watches) before the start of the exam and placing them with their belongings in front of the classroom. A student who does not follow the examination rules and keeps such devices during an exam will be considered cheating and will be subject to disciplinary sanctions.

Students who arrive late for a test or an examination may be allowed to take the exam only if no student has already left the examination room. They will not be given extra time to complete the exam.

No special arrangements can be made to sit examinations either before or after the set date. A student who does not attend an examination will receive a grade of 0% for that examination.

Only sickness or documented exceptional circumstances may allow an absence to an exam to be justified. A student who misses an exam due to such a situation must present appropriate justifying documentation to the Academic Administration Office as specified in the section on Attendance.

- In case of a Continuous Assessment examination (such as a quiz or test), if the absence is formally justified, the student will not receive a penalty; if the absence is not justified the student will receive a grade of 0% for that examination.

- In case of a Final Exam, if the absence is formally justified, the student is allowed to sit that exam in the next available remedial exam session and will count as the first attempt; if the absence is not justified the student will receive a grade of 0% for that examination (cf. section on Academic Progress).

Students with documented special needs may benefit from specific arrangements during exams as indicated in the section on **Special Needs and Learning Disabilities Policy**.

No special arrangements can be made to sit examinations either before or after the set date.

6.3.10 Academic Progress

6.3.10.1 Modules and Credits

The content of the programs at IUM is delivered in modules that include different academic subjects. Modules carry academic credits on the basis of 1 credit per approximately 15 contact hours or equivalent. Student academic progress is measured by successful module completion for each term.

6.3.10.2 Grading System

The final grade of a module is the weighted average of the final grades of its component courses or subjects with their respective weights within the module. Grades are given in percentage form based on the grading scale given in section 6.3.10.3 below.

The final grade of each course is generally based for 50% on continuous assessment including individual and group assignments, and for 50% on final assessment (paper, case analysis, exam or project, with oral discussion).

To pass a module and obtain the corresponding credits, a student needs to achieve a final grade of 60 or better for the module and a final grade of at least 45 in each course. In other words, course grades compensate for each other according to their relative weight in the module grade. However, there is a minimum grade barrier for each course or subject. The different situations are described below:

- If a student obtains a module final grade of at least 60 and each subject final grades at or above 45, then he/she passes the module and earns the corresponding credits.
- If a student obtains a module final grade of at least 60 but some subjects are below 45, then the student must take remedial exams for such subjects. If the remedial exam grades allow to reach a final subject grade at or above 45 in all subjects, then the student passes the module, but the subject grades for which he /she has taken remedial exams are capped at 45. If some subjects are still below 45 after the remedial exams, then the student has to retake the entire module in the following academic year. The Academic Jury makes decisions in such cases.
- If a student obtains a module final grade below 60, then he or she must take remedial exams for all subjects with a grade below 60. The remedial exam grades appear in the "Remedial Grade" column in the grade report, and the module grade is recalculated but is capped at 60. If after the remedial exams the student has not passed the module, then he or she has to retake it entirely. The Academic Jury makes decisions in such cases.

These rules are summarized in the below table:

Table - Possible Module Grades and Outcomes

Module final grade	Course final grade in the module	Remedial exams	Outcome
≥ 60%	All ≥ 45%	Not needed	Module passed
	Some < 45%	Yes, only for subjects with final grade < 45%	If final subject grades after remedial exams ≥ 45%, then module passed, but subject final grades capped at 45.
If final subject grades after remedial exams < 45%, then entire module must be retaken.			
< 60%	All ≥ 45% (but some < 60%)	Yes, for all subjects < 60%	If module final grade ≥ 60%, after remedial exams, then module passed, with grade capped at 60.
			If module final grade after remedial exams < 60%, then entire module must be retaken.
	Some < 45%	Yes, for all subjects < 60%	If module final grade ≥ 60% and all subject final grades ≥ 45% after remedial exams, then module passed, with grade capped at 60.
If module final grade still < 60% and/or some subject final grades < 45% after remedial exams, then module failed. Entire module must be retaken. The Academic Jury will make decisions in such case.			

In some modules subjects have only a Pass/Fail grading, in this case a student needs to pass each subject of the module to obtain the module credits

Remedial exams sessions for each semester of the program are planned in advance and are indicated in the Academic Calendar. A student who needs to take remedial exams must sit them in the first available remedial exam session for the relevant semester of the program. Students must take appropriate measures to be available during the remedial exam session of the semester they are taking in the event that they have to sit remedial examinations.

If a student is absent at a remedial exam, he /she fails the subject and will have to retake the entire module containing that subject in the following year. Only extreme mitigating circumstances (such

as hospitalization, accident, death of a close family member, case of *force majeure*, ...) duly documented (only originals in English or French or originals accompanied by legal translation in one of these languages can be accepted) allow a student to be excused and to sit the remedial exams in the following available session.

A student can take a remedial exam only once.

6.3.10.3 Grading Scale

Grade ranges correspond to letter grades and to quality of work as illustrated in the below table:

Table – MBA Grading Scale

MBA GRADING SCALE		
Quality of Work	Percentage Range	Letter Grade
<p>Excellent</p> <p>Work fulfills completely the assignment expectations. It shows deep and integrated understanding beyond the topic of the assignment, sharp analysis, and contributes relevant ideas.</p>	95 – 100%	A
	90 – 94%	A-
<p>Good</p> <p>Work fulfills largely the assignment expectations. It shows good understanding and analysis of the topic of the assignment, with very few oversights.</p>	87 – 89%	B+
	83 – 86%	B
	80 – 82%	B-
<p>Acceptable</p> <p>Work fulfills partially the assignment expectations. It shows some analysis of the topic of the assignment, but has some shortcomings and errors.</p>	77 – 79%	C+
	73 – 76%	C
<p>Pass</p> <p>Work barely meets the assignment expectations. It shows a basic understanding of the topic, but superficial analysis, and several shortcomings and errors.</p>	70 – 72%	C-
	67 – 69%	D+
	63 – 66%	D
	60 – 62%	D-
<p>Poor</p> <p>Work does not meet the minimum expectations of the assignment. It shows little understanding of the topic.</p>	45 – 59%	E
<p>Extremely poor</p> <p>No or inadequate attempt to meet minimum expectations of the assignment. Insufficient work.</p>	< 45%	F

Formative feedback and summative assessment is given with reference to the above scale and to the achievement of the course expected learning outcomes.

6.3.10.4 Grade Appeal Procedure

Students may appeal a grade or an evaluative comment within 30 days following publication of the semester grade report.

The grade appeal process is described below.

1. The student should request in writing from the Program Director an investigation of the grade explaining the reason of the request.
2. The Program Director should gather all pertinent information, review the relevant facts and possibly consult with the Academic Committee to reach a conclusion.
3. At the end of the investigation the Program Director communicates in writing to the student the conclusion that, either concurs with the faculty member regarding the grade, or, provided sufficient justification and documentation, in some instances requires a grade revision.
4. If the student wishes to pursue the issue after consultation with the Program Director, he/she must request in writing within 14 days further investigation from the Dean, who will review the findings. The final authority rests with the Dean.

The original grade issued remains in effect throughout the entire review and appeal process.

If a grade appeal results in a recommended change of grade, the course instructor will forward in writing a request of grade change to the Program Director.

No grade appeal can be made after a student has graduated and received his or her degree.

6.3.10.5 Academic Jury

The graduate Academic Jury meets at the end of the academic year to review students' academic progress and to make decisions regarding students' progression in the program.

If a student has not successfully completed all the program year modules, the Academic Jury reserves the right to grant module credits on exceptional grounds after evaluating the situation on a case-by-case basis and/or to authorize a student to retake a given module in the following academic year.

A student cannot retake a given module more than once. Students who do not succeed after the second attempt will be dismissed from the program after validation by the Dean.

6.3.10.6 Graduation Requirements

In order to graduate from the MBA degree program students must fulfill the following conditions:

- Have successfully completed all the core courses listed in the program outline
- Have obtained the required number of credits of the program (50 US credits).
- Have successfully completed the required Master Class Weeks.

These conditions apply to students who enrolled in the program from the academic year 2020-2021. Students enrolled prior to 2020-2021 will follow the graduation requirements in force in the year of their initial enrollment).

MBA PROGRAM - SPECIFICATIONS & REGULATIONS

Honors at Graduation: a student who graduates with a minimum grade average of 87/100 will graduate with honors.

The Graduation Jury meets twice a year to review the list of graduation candidates and approve, delay or refuse graduation.

7 DBA PROGRAM - SPECIFICATIONS & REGULATIONS

7.1 DBA Program Description

In accordance with the mission of the International University of Monaco the DBA program addresses entrepreneurs and managers of any kind of organizations who have acquired substantial managerial experience and want to deepen and broaden their academic and research skills in order to treat managerial problems. It offers a platform of critical reflection for the cooperative treatment of problems of business and non-business organizations based on a rigorous academic methodology.

The program has a deliberately applied focus, and develops research with a high impact on management practice. It covers the entire range of potential research problems in business administration.

7.1.1 Learning Goals and Objectives

The IUM DBA program has the following learning goals and related learning objectives:

LG1: BE SCHOLAR PRACTITIONERS: CRITICALLY THINKING AND CREATIVE PROBLEM SOLVERS

Produce academic and professional contributions to existing knowledge in the field of management.

LG2: BE WELL-TRAINED RESEARCHERS

Select and apply appropriate research methods to resolve problems.

LG3: BE EXPERTS IN THEIR FIELD OF RESEARCH

Demonstrate advanced competence in the chosen area of specialization.

LG4: BE PROFESSIONAL PRESENTERS AND COMMUNICATORS

Graduates convincingly present research results.

7.1.2 The DBA Curriculum

The DBA program is articulated over three years, each having a specific focus:

Year 1: **Acquiring Research Methods & Defining a Research Project**

Year 2: **Carrying out the Research Project & Expanding Your Managerial Culture**

Year 3: **Producing & Communicating New Knowledge**

During the three-year program the doctoral work builds on the managerial experience of the participants paired with rigorous academic studies, to reach an outcome of practical value, as well as to make a contribution to the general body of knowledge.

DBA PROGRAM - SPECIFICATIONS & REGULATIONS

The DBA program comprises different pedagogical components. A **common core** of courses that provide knowledge and skills generally needed for conducting doctoral research and implementing research results. The core courses cover the following content:

- *the bases of philosophy of science,*
- *the application of qualitative and quantitative methods in business research,*
- *the economic foundations of competitiveness of business organizations,*
- *organizational leadership and change, coaching and consulting.*

All research projects relate to managerial problems encountered by the participants. To allow a smooth development of the research projects from the determination of the research problem to the presentation and defense of the projects and their contributions to academic and managerial knowledge, the program includes specific **workshops** on:

- *Developing Research Questions*
- *Developing a Research Proposal*
- *Academic Writing*
- *Writing a Research Synopsis*
- *Teaching Skills*
- *Research Presentation Skills.*

Individual supervised work, in distance mode:

- *Preparing a Research Proposal:* doing a literature review, developing interesting research questions, and developing a research pitch,
- *Empirical Research Work:* data gathering and analysis,
- *Preparing and Presenting a Research Conference Paper:* writing, structuring and submitting a paper for an international conference,
- *Writing and Submitting a Paper for an Academic Journal:* writing, submitting and revising a paper for an international academic journal,
- *Writing and Presenting a Research Synopsis:* communicating via a concise synopsis of a research project and its contributions to academic and managerial knowledge.

Throughout the program, DBA advisors **support and advise** students regarding their literature review and research questions, their research proposal, publications, and the planning of implementation actions concerning their specific research problem.

During each of the six Residential Weeks scholarly academics having substantial managerial consulting experience lead **Research Seminars**. Research Seminars cover complementary subjects to the formal courses concerning issues related to the state of project work of the students or to hot topics in research. Some examples of topics covered are:

- *Combining Professional and Academic High Quality Research*
- *Pitching Research*
- *Action Research*
- *Content Analysis*
- *The Impact of Trust on Innovative Joint Developments*

DBA PROGRAM - SPECIFICATIONS & REGULATIONS

- *Compassion at Work*
- *Gender Issues in Governance*

Finally, during each residential week special **Business Insights** sessions provide the opportunity to exchange with and learn from experienced scholar practitioners who can be considered role models for the DBA students. The list of Business Insights from various industries, companies, and institutions varies by year and speakers.

7.1.3 Program Outline

The DBA program is structured in six modules, two per year; the program outline is provided below:

DBA Program Outline		
2020-21		
Year 1 - Acquiring Research Methods & Defining a Research Project		
	Module 1: Developing Research Questions (10 US credits)	<i>weight</i>
	Philosophy of Science	1
	Developing Research Questions	2
	Module 2: Developing Research Projects (20 US credits)	<i>weight</i>
	Qualitative Research Methods	1
	Quantitative Research Methods	1
	Applied Qualitative Methods	1
	Applied Quantitative Methods	1
	Advanced Applied Quantitative Methods	1
	Advanced Applied Qualitative Methods	1
	Developing a Research Proposal	6
Year 2 - Carrying out the Research Project & Expanding Your Managerial Culture		
	Module 3: Managing Change (10 US credits)	<i>weight</i>
	Theory of the Firm	3
	Organizational Change	3
	Coaching and Consulting	1
	Leadership	3
	Module 4: Producing New Knowledge (20 US credits)	<i>weight</i>
	Academic Writing	1
	Empirical Research Work	6
	Preparing and Presenting Research Conference Paper	4
Year 3 - Producing & Communicating New Knowledge		
	Module 5: Spreading New Knowledge (20 US credits)	<i>weight</i>
	Writing and Submitting a Paper for an Academic Journal	4
	Teaching Skills	1
	Research Presentation Skills	1
	Writing and Presenting a Research Synopsis	4
	Module 6: Presenting a Research Synopsis (10 US credits)	<i>weight</i>
	Final Synopsis Defense	1

7.1.4 Program Structure and Delivery

DBA candidates are part time students who remain in their jobs. The entire program relies on blended learning with a combination of distant, online study, and residential weeks.

In each year students participate in two **residential weeks**, usually held in November and in June, and to two 1-day **midterm seminars** in between, normally held in March and in October, that can be followed at distance. The rest of the time the DBA activity is carried out at distance with the support of IUM Learning Management System.

Residential weeks prepare the students for the research work they carry out individually. Students present and defend the outcome and progress of such work during the following residential week.

Midterm seminars scheduled in between residential weeks serve the purpose of giving the students the opportunity to present and discuss their state of project work to an academic audience and receive feedback that helps them in making progress.

Attendance at residential weeks is mandatory. All online course meetings are recorded and can be reviewed at any time. A certain number of online class meetings are mandatory.

While in year one there is substantial course work, in particular to acquire sound research methodologies, years two and three are essentially devoted to the implementation of the student's research project through individual student work with the guidance of two faculty advisors.

The **DBA Learning Journey** starts with **Residential Week 1 - *Building the Foundations of Your Research Work***. Based on some preparatory readings, the first residential week in Monaco builds the foundations ("Philosophy of Science", "Developing Research Questions") for the first step in doctoral research: Developing interesting research questions. Students accomplish this step off campus with the support of professors who serve as "preliminary advisors" at this stage. In addition, two intensive online courses introduce students to "Qualitative Research Methods" and "Quantitative Research Methods".

Students present the current state of their literature review during the **1st Midterm Seminar** (online or on-site) in the following spring.

During **Residential Week 2 - *Methods for Developing Your Research Proposal***, students get additional input concerning research methods ("Applied Quantitative Methods", "Applied Qualitative Methods"). Students present their literature review and resulting research questions to the DBA Scientific Board.

Based on the feedback of the DBA Scientific Board students prepare their research proposal. The preliminary advisors support them online with hints concerning the selection of adequate research methods. Additionally, the students attend an intensive online course on "Advanced Quantitative Methods"

Residential Week 3- *Advanced Methods for Your Empirical Research* serves to further deepen the students' knowledge of qualitative research methods ("Advanced Qualitative Methods"), covers insights into "The Theory of the Firm", and provides an introduction to the process of writing academic articles ("Academic Writing"). Students present and defend their research proposal. This is a decisive

DBA PROGRAM - SPECIFICATIONS & REGULATIONS

moment in the process as the DBA Scientific Board will decide (a) whether the quality of work is sufficient and promising enough to continue the work and (b) who will be the advisors for the next research steps.

In the following months the students refine their research proposal and start their empirical work with the online help of their advisors. The students transfer the accepted research proposals into conference papers and start working on a draft for submission to an academic journal.

Residential Week 4 - *Implementing Your Research Findings* focuses on issues concerning the implementation of research results in business organizations: “Organizational Change”, “Leadership”, “Coaching and Consulting”. Students present the draft of a conference paper to the DBA Scientific Board for their assessment and get the opportunity to refine the draft in collaboration with their advisors.

In the following online period the students – assisted by their advisors - finalize their submission to an academic conference.

Residential Week 5 - *Work on and Refinement of Your Doctoral Research* is dedicated to feedback and advise concerning “Teaching Skills”, to deepen the know-how on “Writing Professional Articles” and “Writing and Presenting a Research Synopsis”. Students make a teaching presentation, report on the remaining work to be done for their doctoral project, and have the opportunity to work on their journal publication in close contact with their advisors.

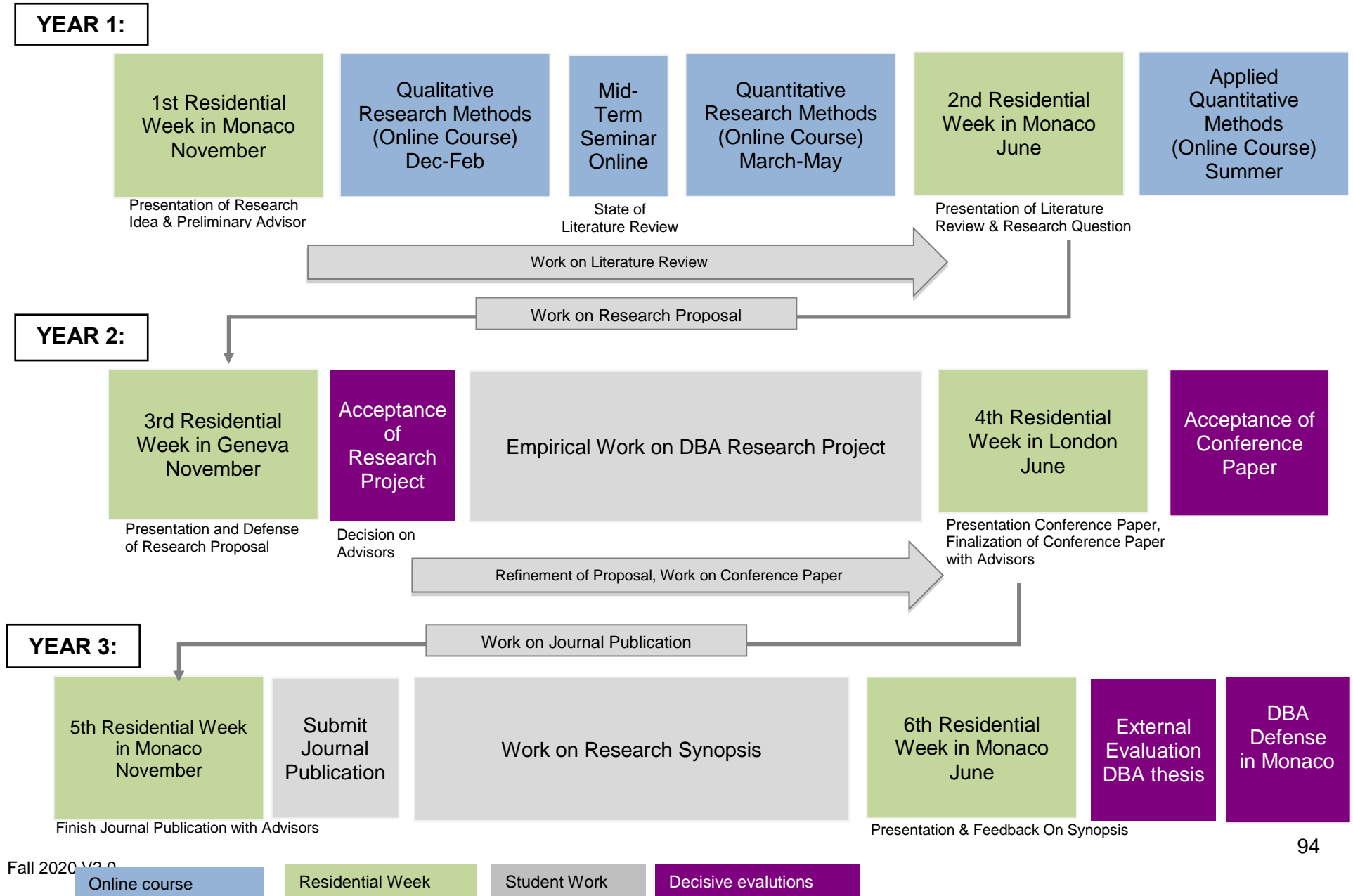
The following last supervised online phase serves for finalizing the research work, revising publications, and writing-up a synopsis of the research project. Students will also prepare for the final presentation of their doctoral work to the DBA Scientific Board.

During the final **Residential Week 6 - *Presenting and Defending Your Doctoral Research*** the doctoral students present a synopsis of the accomplished research work and defend this synopsis to peers and advisors. Based on the feedback received, the students have a last opportunity to improve their research synopsis. The advisors will evaluate the synopsis. If the advisors agree, the students submit their official doctoral synopsis, which will be sent out to two external evaluators.

About three months after submitting the final version of the research synopsis and in case of positive evaluations by the external evaluators the doctoral candidates present and defend their work in front of the Doctoral Jury (please refer to section 7.3.8.6).

The visualization of the **DBA Learning Journey** presented below summarizes the DBA program and provides a quick overview of the required student work in each of the three years:

THE DBA LEARNING JOURNEY



7.1.5 Pedagogical Method

Regardless of their delivery mode the DBA courses provide students with ample opportunities for active learning. They follow the idea of involved, explorative learning in an open class environment. The courses deploy a mix of individual preparation work, short lectures/cases/videos, student presentations, group work, and discussions. The instructors play the role of learning coaches and mentors, rather than the role of lecturers.

To make this work, students must complete some reading prior to class, engage in critical thinking, and draw their own conclusions. Students must do some fieldwork, to bring empirical material to class. Students present their assignments, ideas, summaries, group work, etc. in an open and supportive atmosphere of collective learning. They are encouraged to bring up contradictory thoughts and discuss them in class.

The DBA program involves also a very significant amount of individual student work to prepare and develop the research project, carry out the empirical work and write the papers and the synopsis. Such work is guided by the advisors but requires strong ongoing dedication of the DBA candidate to his/her research project.

7.2 Admission to the DBA Program

7.2.1 Admission Eligibility Requirements

To be eligible for admission to IUM's DBA program, applicants must fulfil the following requirements:

- Hold a Master degree or equivalent
- Be proficient in English
- Have at least 5 years of managerial experience.

Exceptionally applicants holding a Bachelor level degree can be admitted if they have at least 10 years of managerial experience, with at least half of the experience in leading positions.

7.2.2 Admission Criteria and Process

The Admissions Jury reviews the submitted applications for admission. Admission to the DBA program is determined through:

- the review and evaluation of a candidate's application file,
- an in-depth personal interview carried out by a DBA Scientific Board faculty member, and
- the review of the candidate's statement of planned research.

IUM takes a number of factors into account when making admission decisions including

- academic ability and potential as shown by previous accomplishments;
- evidence of relevant personal, professional, and educational experience;
- motivation to carry out research in the field of business administration, and

- uniqueness and contribution of the planned research to the IUM mission.

7.2.3 Application and Admission Process

The DBA program has one intake per year, in November. Applicants must complete the online application form, available on IUM website, and provide the Admission Office with the required documents namely:

- A completed online **Application Form**
- **University Transcript(s)**: Applicants must provide official transcript(s) of the highest degree obtained, accompanied by the applicable **grading scale**. A transcript marked "Issued to Student" is not considered an official transcript.
- **Diploma(s)**: Applicants must provide a copy of the diploma(s) if the official transcript(s) do(es) not indicate graduation.

Only original documents or notarized copies are accepted. Copies may be notarized by registered notaries, embassies, or IUM staff. All documents not in English or French must be officially translated into one of these languages.

- Two **Letters of Recommendation** from professors, employers or high level peers who have observed the applicant's performance in an academic and/or professional context. Letters of recommendation not written in English must be officially translated into English.
- A **digital identity picture**
- Photocopy of **passport or national identity card**
- **Proof of English Proficiency**: Applicants who are non-native speakers of English or have not completed their master degree at an institution where English was the official language of instruction must provide proof of English proficiency in one of the following forms:
 - o A standardized test, with the below minimum score:
 - TOEFL iBT, minimum 79
 - IELTS, minimum 6.0
 - Cambridge English Advanced or Proficiency Certificate, score of C or better
- **Curriculum Vitae or Resume**: Applicants must provide a current resume including educational and professional information that confirms work experience requirements if applicable.
- Non-refundable 60 Euro application fee.

Applicants are also required to attend a **personal interview** with a faculty member part of the DBA Scientific Board. For international applicants, a telephone or Skype interview may be arranged. The interview aims at clarifying the candidate's research interest and commitment, as well as his/her general business knowledge and management fundamentals, particularly for applicants whose previous degree is not in business.

After the interview, the candidate must submit a written **statement of the planned research**, of maximum 1,000 words, written in English, listing a managerial problem the candidate would like to

research, the importance of resolving that problem for managerial and academic reasons, an idea of how to empirically research the problem, and the expected contribution.

If the assessment is positive the candidate receives an Offer of Admission which specifies the terms and conditions of the admission. In some cases such offer of admission is conditional to the candidate fulfilling certain requirements (e.g. completing the previous degree, proving English proficiency) and providing the required supporting documentation before the start of the program. Candidates that fail to fulfil their admission conditions will not be allowed to start the program or may be given a determined period of time (usually the first term of enrollment) to provide the requested document(s).

The non-fulfillment of an admission condition automatically implies the withdrawal of the Offer of Admission. Failing to provide the requested documents or falsifying documents or making false statements to IUM officials is subject to sanctions by the Disciplinary Committee.

A student is enrolled as a degree seeking student in the DBA program when he or she has accepted the Offer of Admission by returning a completed and signed copy of the Offer and has paid the first installment of tuition or enrollment fee.

The University does not impose limits on the size of each newly starting graduate class but does take University resources into account when forming entering classes.

7.3 DBA Academic Rules

7.3.1 Progression in the Program

In order to progress in their program, DBA students must follow the required courses and pass some **academic hurdles** typically corresponding to assignment deadlines and presentations of their research progress during the residential weeks.

The assessment of coursework is carried out by the professor teaching the course. The assessment of the research work progress is a collegial assessment done by the DBA Scientific Board, consisting of the advising faculty.

In **Year 1**, students start in the program with the 1st residential week during which they present their initial research project and are assigned a preliminary advisor to guide the preparation of their DBA research proposal throughout the first year. Intermediary progress status presentations take place during the Midterm Seminar, between residential weeks.

1 st residential week – November (in Monaco)	2 nd residential week – June (in Monaco)
<ul style="list-style-type: none"> - Presentation of initial research project - Preliminary course assignments 	<ul style="list-style-type: none"> - Presentation and defense of literature review and research questions - Course assignments

By the end of Year 1 (first 12 months) students must prepare a well-defined and complete **DBA**

Research Proposal, including methods of research chosen, that they present in front of the DBA Scientific Board during the 3rd residential week.

In addition to preparing their research proposal in the first year students have to complete the first year courses and participate in the first two entire residential weeks. Students who successfully complete all Year 1 requirements and obtain approval for their Research Proposal can progress into Year 2 and are assigned a second, external advisor. They also receive a *Certificate of Research in Business Administration*.

If a student has successfully completed all the coursework and attended the residential weeks but does not obtain approval for the Research Proposal during the 3rd residential week, (s)he may be allowed by the DBA Scientific Board an additional period of time (normally 3 months) to refine and present the project again. In this case the student carries on to Year 2 contingent upon receiving approval for the Research Proposal in the Spring Midterm Seminar. The assignment of the second advisor and the delivery of the *Certificate of Research in Business Administration* are delayed until after the second presentation of the Research Proposal.

If a student fails to successfully complete all the requirements of Year 1 even after the additional time allowance of three months, (s)he may request another opportunity to complete Year 1. If the DBA Academic Jury accepts the request the student is placed in **Year 1 Time Extension** for one year to complete or redo the required work, and join the next DBA cohort to continue in the program the following year. This time extension involves additional tuition fees and implies an increase of the overall program duration from 3 to 4 years.

A student may obtain a time extension only once. A student who fails to pass the DBA Year 1 requirements at the second attempt will be automatically dismissed from the program.

Year 2 is devoted to the empirical and theoretical work under the guidance of two advisors. Such work is intended to lead to writing and submitting a **conference paper**.

3 rd residential week – November (in Geneva)	4 th residential week – June (in London)
<ul style="list-style-type: none"> - Presentation and defense of complete Research Proposal - Course assignments 	<ul style="list-style-type: none"> - Presentation of working paper - Course assignments

The acceptance and presentation of a paper in a peer-reviewed conference is a DBA program requirement. Further research and theoretical work leads to drafting a journal article or a case study with teaching notes. Students work on potential improvements and discuss further steps in the research and publication process with their advisors during the 5th residential week.

Year 3 is devoted to completing and submitting the **journal article** or the case study and to the preparation of the **research synopsis**:

5 th residential week – November (in Monaco)	6 th residential week – June (in Monaco)
<ul style="list-style-type: none"> - Presentations of current state of research work and further planned work - Course assignments 	Presentation of research synopsis

Following the 6th residential week, students have the opportunity to improve their research synopsis taking into account the feedback and advice received after the presentation to peers and Scientific Committee before final submission to the Academic Administration Office of the university.

7.3.2 Length of Studies

The DBA program is designed to be completed in three full years. However, the length of studies may be extended due to the following circumstances listed below. All requests must be made in writing through the Academic Administration Office and need to receive formal validation before becoming effective:

- A student who, due to external circumstances, is not in the capacity to complete a module by the normal deadline, may be authorized by the Graduate Academic Committee to benefit from an exceptional **extra time allowance** which cannot exceed 3 months.
- If a student fails to successfully complete all the requirements of Year 1 even after the additional time allowance of three months, (s)he may request another opportunity to complete Year 1. If the DBA Academic Jury accepts the request the student is placed in Year 1 Time Extension for one year to complete or redo the required work, and join the next DBA cohort to continue in the program the following year. This time extension involves additional tuition fees and implies an increase of the overall program duration from 3 to 4 years. A student may obtain a time extension only once. A student who fails to pass the DBA Year 1 requirements at the second attempt will be automatically dismissed from the program.
- A student who faces exceptional personal or family circumstances, may request a **leave of absence** for a period of one year, renewable at maximum once (please see section 7.3.3). Such requests must be formally validated by the DBA Academic Jury.

Maximum Time to Completion: Students must complete the DBA program within 48 months from the date of first enrolment. A student who does not complete the program within 48 months from the date of enrolment will not be eligible to receive the DBA degree. However, the student can request a Certificate of Completion for the successfully completed courses. Periods of leave of absence are not considered part of the maximum time to completion.

7.3.3 Leave of Absence

Students who face exceptional personal or family circumstances may request a temporary **Leave of Absence** (LoA). Such requests must be made in writing through the Academic Administration Office (academicadmin@monaco.edu) and must be ratified by the DBA Academic Jury before becoming effective. Students may be granted a leave of absence for a period of one calendar year, renewable at maximum once. At the end of the Leave of Absence period a student can resume his/her studies with the following cohort. -The time spent on leave of absence is not part of the maximum time period to complete the degree.

During the period of interruption of studies, students will not be authorized to attend courses, complete coursework, nor to receive advice from their advisors. Students will not be eligible to attend

remedial examinations or submit pending work during the period in which they are on Leave of Absence.

The interruption of studies implies that students will have to attend the whole term of studies interrupted once they return from the Leave of Absence period. Tuition and fees prices in force once the student comes back from Leave of Absence will apply (see the Refund Policy section in Chapter 3 for details).

Any pending financial obligation towards IUM at the date of the Leave of Absence request may imply a refusal. A student who does not resume his/her studies at the end of the authorized LoA period will be withdrawn from the University.

7.3.4 Course Registration

Students are automatically registered in the courses listed in the program outline.

7.3.5 Module Withdrawal

Students who wish to withdraw from a module without academic penalty may do so only within the first three weeks from the start of the module. They must notify in writing the Academic Administration Office briefly explaining the reasons of their withdrawal. Module withdrawals affect the pace and the length of studies (please see relative section). It is not possible to withdraw from single courses of a module.

7.3.6 Program Withdrawal

Students who wish to withdraw from a degree program must notify in writing the Academic Administration Office briefly explaining the reasons of their withdrawal. Such notifications need to be reviewed and ratified by the General Director before becoming effective. Any pending financial obligation towards IUM at the date of withdrawal notification remains due (please refer to section 3.3 on **Payments, Refunds and Financial Aid**). Student can request the Academic Administration Office the issuance of a Certificate of Completion for the courses successfully completed.

7.3.7 Student Attendance and Behavior

The DBA program is delivered as a combination of online courses, residential weeks and distant research advising from the individual DBA advisors. Students commit to regularly connect to the online course platform and to undertake the activities assigned by the professor within the given timeframe.

All students must **respect assignment deadlines** and submit their work only through the online platform.

Communications with faculty should occur via the university email or through the learning platform.

Attendance at residential weeks is mandatory. All online course meetings are recorded and can be reviewed at any time. A certain number of online class meetings are mandatory.

Absences should remain exceptional and limited to the strictly unavoidable ones. Only sickness or documented exceptional circumstances (accident, hospitalization, death of a close family member, etc.) may allow an absence to be justified. It is the student's responsibility to justify an absence, by providing appropriate justifying documentation. The University accepts the following:

DBA PROGRAM - SPECIFICATIONS & REGULATIONS

- Medical certificate dated and signed, and explicitly indicating the exact number of days the student cannot attend courses;
- Death certificate (of spouse, child, mother or father, grandparent, brother or sister);
- Imperative and mandatory convocation by a public authority.

An absence is considered as formally justified by the University when the justifying documentation is accepted. An absence without any supporting justifying documentation or with unacceptable documentation remains unjustified.

The justifying documentation needs to be provided to the Academic Administration Office within four working days counted from the first day of the absence (the date of the post office stamp will be considered proof, or, the date of the email receipt). If solicited by the Academic Administration Office, the original, hard copy of the absence documentation must be provided. If this request is not met and the original documentation is still missing, the absence may be reclassified as “unjustified”. Only documents in English or French or originals accompanied by legal translation in one of these languages can be accepted.

Absences caused by transportation issues (such as trains strike, traffic jams, cancellation of a train or a flight) will remain unjustified in all circumstances, it is the students’ responsibility to organize themselves to be present.

Requests due to exceptional circumstances will be brought to the attention of a special jury involving the Program Director, the Vice Dean and the Head of the Academic Administration Office. The jury will determine the admissibility or otherwise of the request.

A student who misses a class is responsible for making up any work by the next class as well as completing any assignments and homework for the next class.

7.3.8 Academic Progress

7.3.8.1 Modules and Credits

The content of the programs at IUM is delivered in modules that include different academic subjects. Modules carry academic credits on the basis of 1 credit per approximately 15 contact hours or equivalent. Student academic progress is measured by successful module completion for each term.

7.3.8.2 Grading System

The final grade of a module is the weighted average of the final grades of its component courses or subjects with their respective weights within the module. Grades are given in percentage form based on the grading scale given in the table in section 7.3.8.3 below.

The final grade of each course is generally based for 50% on continuous assessment including individual and group assignments, and for 50% on final assessment. Within a module several courses may have the final assessment based on the same integrative deliverable.

To pass a module and obtain the corresponding credits, a student needs to achieve a final grade of at least 60% in each course of that module (and hence a module average grade of 60% or better).

DBA PROGRAM - SPECIFICATIONS & REGULATIONS

In some modules subjects have only a Pass/Fail grading, in this case a student needs to pass each subject of the module to obtain the module credits.

A student who fails a module is subject to remedial assessment for each course in which the grade is below 60%. A student can take a remedial evaluation for a course only once.

7.3.8.3 Grading Scale

Grade ranges correspond to letter grades and to quality of work as illustrated in the below table:

DBA GRADING SCALE		
Quality of Work	Percentage Range	Letter Grade
Excellent Work fulfills completely the assignment expectations.	95 – 100%	A
	90 – 94%	A-
Good Work fulfills largely the assignment expectations.	87 – 89%	B+
	83 – 86%	B
	80 – 82%	B-
Acceptable Work fulfills partially the assignment expectations but has some shortcomings and errors.	77 – 79%	C+
	73 – 76%	C
Pass Work barely meets the assignment expectations.	70 – 72%	C-
	67 – 69%	D+
	63 – 66%	D
	60 – 62%	D-
Poor Work does not meet the minimum expectations of the assignment.	45 – 59%	E
Extremely poor No or inadequate attempt to meet minimum expectations of the assignment. Insufficient work.	< 45%	F

Formative feedback and summative assessment is given with reference to the above scale and to the achievement of the course expected learning outcomes.

7.3.8.4 Grade Appeal Procedure

Students may appeal a grade or an evaluative comment within 30 days following publication of the semester grade report.

The grade appeal process is described below.

5. The student should request in writing from the Program Director an investigation of the grade explaining the reason of the request.
6. The Program Director should gather all pertinent information, review the relevant facts and possibly consult with the Academic Committee to reach a conclusion.

DBA PROGRAM - SPECIFICATIONS & REGULATIONS

7. At the end of the investigation the Program Director communicates in writing to the student the conclusion that, either concurs with the faculty member regarding the grade, or, provided sufficient justification and documentation, in some instances requires a grade revision.
8. If the student wishes to pursue the issue after consultation with the Program Director, he/she must request in writing within 14 days further investigation from the Dean, who will review the findings. The final authority rests with the Dean.

The original grade issued remains in effect throughout the entire review and appeal process.

If a grade appeal results in a recommended change of grade, the course instructor will forward in writing a request of grade change to the Program Director.

No grade appeal can be made after a student has graduated and received his or her degree.

7.3.8.5 Academic Jury

The DBA Academic Jury meets at the end of the academic year to review students' academic progress and to make decisions regarding students' progression in the program.

If a student has not successfully completed all the program year modules, the Academic Jury reserves the right to grant module credits on exceptional grounds after evaluating the situation on a case-by-case basis and/or to authorize a student to retake a given module in the following academic year.

A student cannot retake a given module more than once. Students who do not succeed after the second attempt will be dismissed from the program after validation by the Dean.

7.3.8.6 Graduation Requirements

DBA students who have received approval of their Research Synopsis by the DBA Scientific Board during their 6th residential week will submit the final research synopsis to the Academic Administration Office.

For each DBA candidate a specific **Doctoral Jury** is set up by the Academic Director of the DBA program. A Doctoral Jury consists of international experts in the domain of the research carried out by the student and is composed as follows:

- Jury President
- The two student advisors
- Two external independent academic referees
- A professional expert in the subject matter of the research carried out.

The IUM Academic Administration sends the Research Synopsis to the Jury members. Once the two external referees have sent their written evaluation reports and their reports suggest allowing the defense of the research work, the DBA candidate will be invited to present and defend his/her research work in front of the Doctoral Jury.

In order to graduate from the DBA degree program a student must:

- Have successfully completed all the mandatory modules listed in the program outline
- Have participated in all six Residential Weeks.

DBA PROGRAM - SPECIFICATIONS & REGULATIONS

- Have presented and defended his/her research work in front of the Doctoral Jury and have received a positive evaluation.

Students who do not meet the minimum graduation requirements are eligible only to a **Certificate of Completion** for the courses successfully completed.

These conditions apply to students who enrolled in the program from the academic year 2020-2021. Students enrolled prior to 2020-2021 will follow the graduation requirements in force in the year of their initial enrollment.

The Graduation Jury meets twice a year to review the list of graduation candidates and approve, delay or refuse graduation.

8 APPENDIXES

8.1 APPENDIX A – Acceptable Use Policy for IT Resources / Equipment



Latest updated: July 22, 2019

Acceptable Use Policy for IT Resources/Equipment

The International University of Monaco SAM (IUM), a public limited-liability company incorporated in Monaco, is a subsidiary of a French Group (hereafter known as “INSEEC U.”).

INSEEC U. is subject to the Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 (hereinafter, “**GDPR**”, for General Data Protection Regulation).

1. PURPOSE

The purpose of the present Acceptable Use Policy is to define the correct use of the resources made available by the School and to establish the responsibilities and obligations of each User; in particular, with regard to protecting the Resources from any risk of damage, destruction and/or loss and to ensure data security and confidentiality.

The term "**School**" means the International University of Monaco (IUM), school of INSEEC U. a French Corporate group.

The term "**User**" means any student using, consulting or implementing Resources.

The term "**Resources**" refers to all IT Resources, communication tools and information made available to the Users by the School. Resources and their contents are the property of the INSEEC U. Group.

The term "**Administrators**" refers to the people in charge of the effective operation and maintenance of the Resources, whether they are staff members, service providers and/or, where applicable, students under the responsibility of any of the former.

The User having read this ‘Acceptable Use Policy’ agrees to sign it, and to comply with it until the termination of his/her access to the Resources.

The Acceptable Use Policy is made available on the School’s intranet.

It is subject to change at any time, as a result of technical developments.

Users may be required to confirm that they agree to the Acceptable Use Policy several times during their schooling, or even, for alumni, after leaving the school.

2. DEFINITIONS

2.1. School Resources

Resources include Hardware and Software.

Hardware:

The resources that are included in this policy are fixed or mobile equipment and devices, including the personal material of the Users and/or third parties connected intermittently to the Resources (by modem, by Internet, by a wireless network, by VPN or by any other means), such as servers, workstations, microcomputers, network infrastructures present on the School campuses, as well as all their peripherals (printers, mice, keyboards, ...).

Software:

All software resources, bespoke or standard, accessible from the School's networks both inside and outside the School premises.

2.2. Communication tools

Communication tools include all means of telecommunication: access to internal and external networks (internet), internet portals, internal interactive platforms, electronic mail ...

2.3. Information

Information includes all the data, files, databases, images, sounds, texts and any exchange of information processed by the INSEEC U. group information system; as well as the student card made available to the User.

3. ACCEPTABLE USE POLICY

Use of Resources is limited to educational activities (teaching, technical and software research and development, technology transfer, dissemination of scientific, technical and cultural information, trials of new technically innovative services); professional activities (internship research, finding a first position); the activities of associations; and incidental administrative and/or management tasks required by the above activities.

Any new use and/or activity is subject to prior approval of the Administrators.

4. TERMS OF ACCESS

The use of the Resources is subject to prior authorization by the School, via the opening of an individual User computer account with a unique username and a personal password.

The access rights granted are controllable, auditable and may be periodically revalidated by the School to confirm compliance with the security rules of the information system.

Opening an account:

The opening of a User IT account is formalized by a confirmation e-mail from the Information Systems Department followed by acceptance of the Acceptable Use Policy by the User.

Access is strictly personal and non-transferable, even temporarily. A User who gives a third-party access is fully liable for any direct or indirect damages that may ensue (e.g. identity theft) under the conditions of the article covering "Liability" (see Article 12).

Closure of an account:

Access to Resources may be withdrawn at any time, completely or partially, particularly if the User does not respect the Acceptable Use Policy.

The User's right of access to Resources terminates in case of withdrawal from the course, dropping out of school and/or failing to graduate, non-payment of fees, and permanent exclusion from the school: the account and its contents are then blocked and/or deleted.

Prior to his/her departure, the User will, if necessary, recover any personal data and information, and then delete them from the School's system.

5. SYSTEM LOG FILES

Users access to and use of the Resources may be recorded, for example in "temporary files" (or "Logs") mainly for the purpose of verifying the operational standards of the computer systems.

The Administrators can also have access to the Logs as stipulated in the Acceptable Use Policy (see Article 11 "Administration and control of the information and communication system").

The Logs are kept for one year and will be destroyed after this period in accordance with the legal provisions in force and the specifications of the CCIN (the Monegasque data protection authority) and the CNIL (the French data protection authority), so that proof of any illegal acts may be provided.

6. STUDENT CARD AND PRINTING

A student card is provided free of charge when the User first joins the School. This card is strictly personal. Should this card be lost, a replacement card must be purchased from the School's administrative department for the sum of 15 €. In case of theft, subject to the presentation of a police report, the card will be reprinted free of charge.

When the printing quota is reached, the User can recharge the account online via the Resources. Any quota remaining at the end of the school year or at the end of schooling cannot be deferred or refunded.

7. INTERNET BEHAVIOR

As part of his/her access to the Resources, the User has access to an Internet connection.

Any breach of the rules on the use of the Internet (whether legal regulations, «customs and practices», etc.), and, in particular, breaches of the rules mentioned below may give rise to sanctions under the conditions provided for in the article "Liability and sanctions incurred for non-compliance with this Acceptable Use Policy" (see Article 12).

7.1. Access to internal & external networks

Access to internal and external sites must be in accordance with the current rules on networks.

It is expressly forbidden to:

- Use the Resources to engage in any action that may jeopardize the security or operation of the sites in question (e.g. hacking);

- Connect or attempt to connect to a private site without the explicit authorization of its administrators (e.g. due to a problem, the private network (extranet) of a company becomes accessible to all, although it is technically possible to access this network, doing so is nonetheless an offense).

7.2. Protection of personal data

The diffusion of personal data by the User via the Resources must comply with the regulations in force and most notably Regulation No. 2016/679, dated 27 April 2016 (General Data Protection Regulation -GDPR) and Act n°1. 165, dated 1993/12/23 as amended (Monaco CCIN). The data voluntarily recorded by Users is their sole responsibility. It may be checked by the Administrators and possibly deleted if it is not in keeping with the purpose and ethics of the School, or if not compliant with applicable laws and regulations.

7.3. Intellectual property

The User must not reproduce, download, copy, distribute, modify or use software, databases, web pages, images, photographs or other creations protected by copyright or exclusive rights, without prior authorization of the holders of these rights.

It is prohibited to install, on the Resources, software or any other document, anything which is in violation of copyright and associated licenses.

The terms of redistribution of free software must be adhered to.

Thus:

- No copy of a file used within the School may be made unless the license associated with the file permits it. When in doubt, the User agrees to consult with the Administrators;
- It is forbidden to install and/or uninstall any software from the Resources, without the explicit agreement of the Administrators who must first check the validity of the license and the material requirements.

7.4. Communication

The User cannot speak on behalf of the School or commit the School without having been duly authorized. They must show courtesy towards their interlocutors in electronic exchanges.

8. E-MAILS, DISCUSSION FORUMS AND SOCIAL NETWORKS

8.1. Rules for the use of e-mails

Each User has a school-delivered personal e-mail address and e-mail box. Written communication between the School and the User, when made by e-mail, will primarily be sent to these e-mail addresses. The School declines all responsibility if the User fails to read messages sent by a member of the School via this messaging system.

The size of the e-mail box made available to the User is limited. The User agrees to delete out-of-date/redundant e-mails to avoid saturation which could prevent the receipt of new e-mails.

8.2. Common rules governing the use of e-mails, discussion forums and social networks

Any e-mail requires courtesy, respect and politeness. When an idea is not the User's own idea, he/she should give the author's name. It is good practice to give precise, concise explanations, and to avoid sending large files except in forums clearly identified for this. Advertising (spam) messages must not be sent via any medium.

It is vital to comply with these rules. The User's image and that of the School on the Internet depend on it.

9. RULES OF USE AND SECURITY

9.1. Security

All Users are accountable for the use they make of the Resources made available to them by the School, and must therefore take responsibility for security.

It is prohibited to connect any devices to the Resources (computers, laptops, printers, modems, etc.) other than those provided for this purpose, except with the prior agreement of the Administrators.

Access to Resources including School networks, private networks, etc. by a "Wireless" connection (radio, infrared, etc.) is possible throughout the campus.

By default, access is prohibited during pedagogical sessions (lectures, workshops, exams, etc.), without the explicit authorization of the person in charge of the session.

The same applies to the use of peripherals (personal computers, PDAs, etc.), even if not connected to the Resources.

In addition, all Users must protect their data, have a strong password and ensure all due measures are taken to prevent any unauthorized person from accessing their private information.

Users' passwords must meet the following requirements:

- Be at least 8 characters long. These characters must include uppercase, lowercase letters, numbers, and punctuation;
- Be complex enough not to be found easily. Under no circumstances should it be a dictionary word, name, first name, pseudonym, phone number, credit card or license plate number or any other word that can be easily associated with the User;
- Not be used on another system outside the School;
- Not be communicated to anyone, UNDER ANY PRETEXT, even to the User's partner or the Administrators: if need be, administrators have the necessary rights to access any pertinent information;
- Be changed as soon as it becomes known to a third party;
- It is advisable to change the password regularly (the procedure for doing so is explained when the access is opened).

Finally, all Users agree not to leave the equipment available to them unattended.

9.2. Usage

The User must not attempt to read and/or copy and/or disclose and/or modify and/or destroy the information of another User without his/her explicit authorization.

In particular, the User:

- Must not connect or try to connect to a server other than by the channel(s) provided for by this server or without the permission of authorized personnel;
- Must not engage in actions that knowingly endanger the security or normal operation of the servers they access;
- Must not assume the identity of another person;
- Must not intercept communications between third-parties and must refrain from any interference in the transmission of messages to respect the confidentiality of private correspondence. This rule also applies to private e-mail correspondence in which the User is not the addressee either directly or in copy;
- Must not use the Resources to offer or make available to third-parties data and information that is confidential or contrary to the legislation in force;
- Must not register documents on a server unless the server allows this, or without the permission of the Administrators;
- Must not attempt to expropriate an account to which access has not been authorized by the Administrators or attempt to decrypt the password of another User.
- Must show courtesy towards their interlocutors in electronic exchanges by email, in discussion forums...;
- Will not express personal opinions unrelated to the User's professional or academic activity, that may be detrimental to the INSEEC U. schools and entities;
- Must obey the law, especially with respect to publications which are illegal, abusive, racist, pornographic, defamatory, xenophobic or pedophile; and must not violate privacy and image reproduction rights.

The School cannot be held responsible for the deterioration of information or offenses committed by a User who has not complied with these rules, and may, in case of legal action, sue the User at fault, as stated in the conditions of article 12 "Liability and sanctions incurred for non-compliance with this Acceptable Use Policy".

9.3. Prohibited activities

In particular, the following is strictly prohibited:

- Games, game emulators, pornographic activities, financial activities (trading, lottery, surfing in exchange for advertising, etc.);
- Use of software intended to impersonate a third party, to recover their username/passwords, or test the security of a system;
- Writing and editing data on local computer disks, in directories other than temporary directories;
- Connecting wireless access points to the school wired network (pirate access points or WIFI card activated in a PC).

9.4. Respect for the individual

It is prohibited to hide one's true identity or to use a pseudo masking one's identity. Activities that may harm other users are prohibited: insults, harassment, bypassing security, resource saturation, viruses, unlocking software protection.

In general, terms, any action that could harm a person physically or morally is prohibited.

This includes diffusion of information of any kind (texts, images, sounds ...) that is:

- Unverified or defamatory;
- Likely to infringe the privacy or image of others, or to damage the effective running of the School, its staff and its students.

9.5. Respect of the equipment made available to teachers and Users for collective use.

Each User must ensure that the equipment remains in good condition. Damaging or monopolizing equipment penalizes all Users.

Thus, each User must:

- When working, use the device best adapted to the task;
 - Not bring food or drink in areas reserved for computer use;
 - Not disconnect or use for other devices the cables set up by the IT department, whether they are connected to Resources or not;
 - Not block a machine at peak times;
 - When a device is being used for a non-educational use, the User must give way to a student wishing to work, if requested to do so;
 - Lock workstations if absent for more than 5 minutes (especially during lunch hours);
 - Never turn devices off: suddenly shutting down or restarting a device is prohibited. If the device crashes, contact the Administrators;
 - Ensure, when leaving the device, that the equipment is in the condition in which he/she would like to find it (material stored tidily, temporary and/or personal files deleted, session closed properly, ...);
 - Regularly check/protect his/her USB flash drives and other devices against viruses. Avoid transferring executable files as much as possible; as a general rule, not execute the executable files found in emails;
 - Limit the use of printers, especially during peak periods. For long files, use the "Multiple pages per sheet" feature;
 - Report any attempted infringement / intrusion, whether successful or not, to the Administrators
- (see Article 11).

Users must ensure that the disk space used by their data does not interfere with the work of other Users:

- The User must regularly check that the size of his/her personal account does not exceed that authorized by the Administrators;
- At the end of each school year, before going on vacation, each User must remove from his/her account data that has become redundant, especially at the end of his/her schooling;
- Any theft or deliberate damage of materials will be severely punished (see article 12).
- Anyone witnessing theft or damage must inform the site IT managers.

10. RULES FOR THE USE OF INTERNET SERVICES

Use of Internet services as part of, or related to, school activities, must comply with the general principles and rules specific to the various sites accessed, and to the legislation in force.

Standard access to external networks (the Internet) must be made only from networks identified as user networks. Access from these networks is nominative: Users must first log on their account to be able to access the Internet.

Access is nominative in order to prove any activity which is potentially illegal or contrary to the Acceptable Use Policy, and to preserve the security of the Resources.

Access to certain external sites is limited:

The list of blocked or low priority sites is defined by the Information Systems Department (it includes sites identified as containing malicious programmes, child pornography sites, illegal download sites, etc.). Filtering is based on URL lists established by specialized companies.

These lists of blocked sites may be incomplete or, on the contrary, include legitimate sites. These errors should be brought to the attention of Administrators to have access restored or blocked as appropriate.

11. ADMINISTRATION AND CONTROL OF THE INFORMATION AND COMMUNICATION SYSTEM

11.1. Compliance with the Acceptable Use Policy

The Administrators ensure the efficient running of the Resources and the compliance with the rights and duties of Users under this Acceptable Use Policy.

If there is infringement of the Acceptable Use Policy, the Administrators may refer the matter to the

School Disciplinary Board, which will decide on any sanctions or measures to be taken.

11.2. Maintenance

To ensure the efficient running of the Resources, the Administrators reserve the right to suspend, for a specified period, the services and/or access to the Resources for maintenance. These interruptions will be minimized as much as possible.

Administrators may also reduce or remove (with or without notice) a User's access to the Resources, if this use becomes abusive and/or presents a security risk (machine time, disk space, bandwidth, software/files which are illegal or prohibited under this Acceptable Use Policy, viruses, etc.).

They may also generate and view event logs, and record User activity on Resources, if needed. They may generate statistics to facilitate effective management of Resources: optimization, security, and misuse detection.

They may make backups of certain disks, including those hosting a User's data and email.

They may carry out any troubleshooting task on the Resources, as well as on any personal machine connected to the internal network. They may disconnect a suspicious device, physically or from a distance.

11.3. Right to investigate and confidentiality obligation

The Administrators are subject, in the execution of their role, to a duty of confidentiality. To ensure the efficient running and security of the Resources, they may carry out the necessary investigations and access Users' private data (e-mails, processes, files, work sessions, logs, etc.).

In the framework of their duty of confidentiality, among other things, they are not allowed to divulge the information learned by research into Users' private data.

However, when a search is made necessary by the discovery of criminal acts, they may explore the Users' data and provide excerpts to the school management and/or to the appropriate police department.

11.4. Administrators Responsibility

The School/Administrators are in no way responsible for personal equipment; the User is solely responsible for the security and protection of these devices. The School/ Administrators cannot be held liable for direct and/or indirect damages suffered by the Users when using the Resources within the School.

12. LIABILITY AND SANCTIONS INCURRED FOR NON- COMPLIANCE WITH THIS ACCEPTABLE USE POLICY

Infringement of the rules as defined in this Acceptable Use Policy may incur the civil liability of the User and lead to disciplinary action such as:

- Termination of access to the Resource(s);
- Appearance before the School Disciplinary Board. The latter can rule on the exclusion of the User and result in legal proceedings.

In addition, to avoid civil and/or criminal liability, each User must ensure that the content of his/her communications does not infringe the legislation in force, in particular that relating to:

- Protection of personal data;
- Protection of intellectual property rights, including software;
- Computer fraud;
- The content of information diffused by a User.

In general, the laws can be reviewed online on the official Government websites at:

for French legislation: <http://www.legifrance.gouv.fr/>

for Monegasque legislation: <https://www.legimonaco.mc/>

The Users must ensure they respect the texts mentioned above and those of this Acceptable Use Policy.

13. INFORMATION TECHNOLOGY AND PRIVACY

13.1. Processing personal data

The personal data of Users processed by the School is for the exclusive use of the School and its students and will under no circumstances be shared externally, other than those circumstances communicated to the Users, such as for the Extranet system allowing links with companies for the purpose of internship research, "student jobs" or employment, or the publication of data on the School site or as otherwise stated in the School Information on Personal Data Protection notice and in the INSEEC U. Privacy Policy.

For more information about how personal data are processed and for which purposes, the User is referred to the Information on Personal Data Protection notice and the INSEEC U. Privacy Policy available at <https://www.inseec-u.com/en/inseec-u-group-privacy-policy.html> .

13.2. Video surveillance

For the safety of the Users, all School premises, including the annexes to the main building, are placed under video surveillance. Each Administrator can view and record all video tapes.

14. VALIDATION OF THE ACCEPTABLE USE POLICY

APPENDIXES

The current Acceptable Use Policy is valid as long as the User's account is open. It may need to be updated each year.

The User declares that he/she has read the Acceptable Use Policy and the related laws and undertakes to respect them by ticking the box on the school's registration site.

8.2 APPENDIX B – Library Rules

The IUM library supports students and faculty at IUM and its resources reflect IUM courses and academic interests.

The IUM library print collection has approximately 4,500 volumes of books covering all aspects of management as well as other subjects. The printed stock also comprises a selection of business magazines, peer-reviewed journals, and major newspapers. The library collection also includes CD-ROMs and DVD-ROMs.

The library online resources include several electronic databases accessible through the IUM intranet. For more information students should visit the IUM library webpage at <https://www.monaco.edu/ium-library/>

Library Rules

The IUM library operates according to rules that may be consulted in the library and on the IUM intranet.

Important excerpts from these rules are printed below:

General Conduct in the Library

An individual is not permitted to:

- Behave in the library in such a manner as to interfere with its proper use by others or to cause damage or the risk of damage to any library materials or facilities.
- Smoke or eat, or bring cupped drinks into any part of the library (only bottled water is allowed).
- Bring any animal into the library.
- Reserve a seat in any part of the library.
- Offer anything for sale in the library without the permission of the librarian.
- Post any bill, placard, or notice in the library without the permission of the librarian.

An individual on library premises shall comply at all times with any reasonable direction given by a member of the library staff.

An individual who brings any case, bag, parcel or other item into the library shall do so at the individual's own risk. Any personal belongings that are left unattended may be removed by any member of the library staff and stored at their owner's risk. The library is not liable for theft or disappearance of personal belongings.

IUM Library Use

Subject to any exclusion or suspension imposed under these or any other rules, the following persons have the right to use the library:

- IUM students.
- IUM faculty (full-time, part-time, adjunct, and visiting) and staff.
- Members of the IUM Board of Directors, Scientific Council, and International Advisory Board.
- Any other individual having the permission (which may be given orally, and subject to any conditions or restrictions) of the librarian or of any member of the library staff authorized by the librarian to give permission on his or her behalf.

APPENDIXES

A person who in the opinion of a member of the library staff is not a member of the IUM community shall, if so requested, give the member his or her name and address and produce (if able to do so) some means of identification.

The IUM librarian may reserve any part or parts of the IUM library for the exclusive use of a restricted category of authorized users such as those offering workshops, scheduled lectures, etc.

An individual under the age of 14 shall be admitted to the IUM library only if accompanied by an adult who undertakes to be responsible for that individual. If a library staff member considers that the individual's behavior is causing disturbance to others, he or she may require the adult and the individual to leave the IUM library.

Borrowing of Library Materials

An individual shall not do anything intended to hinder others in finding IUM library materials they may wish to use.

An individual shall not remove any IUM library materials from the IUM library other than by borrowing them in accordance with the procedures described below.

Subject to any suspension or exclusion imposed under these or any other rules, library materials may be borrowed by:

- IUM students.
- IUM faculty (full-time, part-time, adjunct, and visiting) and staff.
- Members of the IUM Board of Directors, Scientific Council, and International Advisory Board.
- Any other individual having the permission (which may be given orally, and subject to any conditions or restrictions) of the librarian or of any member of the library staff authorized by the librarian to give permission on his or her behalf.
- Any library, approved by the librarian for that purpose, to meet a request for an interlibrary loan.

Restricted Borrowing

Special items may be borrowed only in accordance with special arrangements approved by the librarian.

Special items are library materials consisting of items:

- Included in any special display.
- Placed by the librarian in the reserve/short loan collection.
- Temporarily withdrawn for the purposes of maintenance.

Borrowing Procedures

The procedure for borrowing library materials and the conditions on which they are borrowed, including conditions as to the number of items that a borrower may have on loan at any one time and the duration and renewal of loans, shall be prescribed by the librarian.

The current IUM library loan periods are as follows:

- Books, reports, articles, computer disks and CD-ROMs: 21 days (items may be renewed if they are not required by another user).
- Videos, sound tapes and DVD-ROMs: 7 days (items may be renewed if they are not required by another user).
- Back issues of periodicals: 7 days (items may be renewed if they are not required by another user).

APPENDIXES

- Reserve or short loan items: The number of days is determined by the library staff and the item is to be returned by 09:00 hours on the specified day. Reserve or short loan items cannot be renewed.
- Reference documents: Overnight from 13:00 hours to 09:00 hours the following working day. Reference items cannot be renewed.
- Current periodicals: Not available for loan.

A borrower may be required to return any item to the IUM library by a date earlier than that on which the loan would otherwise expire. If this is the case, the borrower will be informed by or on behalf of the librarian by phone, or by letter issued and sent to the borrower by mail or email.

A borrower who fails to return any item by the date on which it is due (whether by reason of the expiry of the loan or by notice as above) shall be referred to the Disciplinary Committee that may require the payment of the charges due and the reimbursement of the lost item.

Lost and Overdue Items

If a borrower has notified the IUM librarian that an item is lost, the borrower shall be liable to pay a sum equal to the cost of replacing the item, as assessed by the IUM librarian to IUM, with an additional processing fee of €10.

The IUM librarian may direct the repayment to the borrower of the whole or part of any sum paid where the borrower has complied with the provisions above and subsequently returned an item to the IUM library.

Damaged Items

Where an item borrowed from the IUM library is damaged otherwise than by fair wear and tear, the individual in whose name it was borrowed shall be liable to pay to IUM on demand an amount equal to the cost of repairing the item.

If the IUM librarian considers it necessary that the item be replaced, the individual in whose name it was borrowed shall be liable for the replacement cost as assessed by the IUM librarian.

Reduction/Waiving of Charges

The librarian has the discretion to reduce or waive any charges, fees, or other amounts that a person is liable to pay under these rules. Any action taken by the librarian under this section to waive any charge, fee, or other amount shall be reported to the General Director or his delegate.

Library Suspension

The IUM librarian may suspend an individual's right to use the IUM library, to borrow IUM library materials, or both such rights where it appears to the IUM librarian that an individual has contravened or failed to comply with:

- A rule relating to the library.
- A condition or direction relating to the borrowing of library materials.
- That any IUM library charge, fee, or other amount for which a person is liable has not been paid.

The IUM librarian shall notify an individual of a suspension in writing mailed to the individual's address as shown in IUM records.

8.3 APPENDIX C – Information on Personal Data Protection



Latest updated: June 23, 2020

INFORMATION ON PERSONAL DATA PROTECTION

The International University of Monaco SAM (hereinafter the “IUM” or the “School”), a public limited-liability company incorporated in Monaco, is a subsidiary of a French Group (hereafter known as “INSEEC U.”).

INSEEC U. and IUM are subject to the Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 (hereinafter, “GDPR”, for General Data Protection Regulation).

This information notice relates to the use by IUM and INSEEC U. of your personal data collected via “OPEN PORTAL”. OPEN PORTAL is the software used by INSEEC U. to manage student academic and pedagogical information.

All personal data collected via the software OPEN PORTAL and its interfaces are processed according to INSEEC U. Privacy Policy (<https://www.inseec-u.com/legal-notice/?lang=en>). Personal data shall mean any information relating to an identified or identifiable natural person (student or applicant), whether directly or indirectly, in particular by reference to an identification number or one or more factors specific to that natural person (hereinafter, the “Data”).

In order to provide you with the goods and/or services of IUM and/or INSEEC U., and based on our contractual relationship, or prospective contractual relationship at your request, IUM and/or INSEEC U. shall process your Data with regard to:

- your application and your admission to the School;
- your registration with the School and the follow-up of your student file.

In case all necessary Data are not provided, please be informed that the School and/or INSEEC U. may not be able to process your application or proceed to your registration.

Such processing shall continue for the time necessary to achieve the purposes specified in our Privacy Policy, available on INSEEC U. website as well as to comply with our legal obligations. For more information about such purposes and the retention storage periods, please refer to INSEEC U. Privacy Policy (<https://www.inseec-u.com/legal-notice/?lang=en>).

Your Data might be:

- Shared with all and any of INSEEC U.’s entities within the limits of their respective allocations and solely for the purpose of carrying out their missions, please refer to Article 3 – Purposes of Data Collection in INSEEC U. Privacy Policy (<https://www.inseec-u.com/legal-notice/?lang=en>);
- Communicated to INSEEC U.’s partners and/or subcontractors for the performance of their services, as well as to any authorised third party as long as the said communication is necessary for compliance with a legal obligation, to respond to a Court’s inquiry or in the course of an

APPENDIXES

investigation or procedure, please refer to Article 3 – Purposes of Data Collection in INSEEC U. Privacy Policy (<https://www.inseec-u.com/legal-notice/?lang=en>);

- Transferred to a country outside the European Union, subject to the signature of the European Commission standard contractual clauses especially in the context of academic exchanges or in the context of your travels in INSEEC U. campuses outside the European Union;
- Transferred to cloud providers located in Europe for data hosting purposes.

Indeed, hereby you accept that:

- You are personally liable with regard to the accuracy of the information provided;
- INSEEC U. or the School might post or release, on the intranet, your Data in order to make it accessible by other students or alumni;
- Your Data might be entered and published in any student and alumni database.

Right to access, rectification, erasure and control of usage:

In compliance with the laws and regulations applicable to the protection of personal data, i.e. Monaco Law No. 1.165 dated 23 December 1993 (as amended) (Monaco CCIN) as well as European Regulation (EU) 2016/679 dated 27 April 2016 on the protection of natural persons with regard to the processing of personal data and the free movement of such data (GDPR), applicants and students have the right to access, rectification, modification, restriction of processing as well as to data portability and to erasure of their Data.

The right of erasure will not apply if the processing has been set up by the School to meet a legal obligation.

Students also have the right to inform the School of their wish regarding the fate of their post-mortem Data.

The above rights can be exercised by sending:

- a letter to the School administration at IUM, 14 rue Hubert Clerissi, MC 98000 MONACO, or
- a letter to INSEEC U. – Service du DPO, 43 quai de Grenelle 75015 – PARIS, France, or
- an email to the School administration at academicadmin@monaco.edu.

You can also direct a complaint to:

- the Monegasque national data protection authority: the CCIN – COMMISSION DE CONTRÔLE DES INFORMATIONS NOMINATIVES, 12, avenue de Fontvieille, 98000 Monaco ;
- the French national data protection authority: the CNIL - COMMISSION NATIONALE DE L'INFORMATIQUE ET DES LIBERTÉS, 3, Place de Fontenoy - TSA 80715 - 75334 PARIS CEDEX 07.

A list of the different European supervisory authorities can also be found on the CNIL website or on the hereunder Website:

https://ec.europa.eu/justice/article-29/structure/data-protection-authorities/index_en.htm

Further information on the processing of personal data is available in the INSEEC U. Privacy Policy available at <https://www.inseec-u.com/legal-notice/?lang=en> which we encourage you to read.

You guarantee that any third party whose personal data you provide has also previously read the INSEEC U. Privacy Policy.

International University of Monaco

14, rue Hubert Clerissi

MC 98000 Principality of Monaco

www.monaco.edu

Tel +377 97 986 986