



IULM

Libera Università di Lingue e Comunicazione

Education Regulations

Master International Communication – fulltime, joint programme



Libera Università di Lingue e Comunicazione IULM

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Prof. Alessandra Mazzei, Prof. Angelo Miglietta, Directors Master International Communication, Libera Università di Lingue e Comunicazione IULM.

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Adopted by the Directors of the Master International Communication, IULM University, on December, 21st 2011.

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Education Regulations Master of International Communication

1. Master of International Communications

The Master of International Communication is a professional master, jointly developed and offered by a consortium of 5 universities, all members of the Geert Hofstede Consortium:

- Leeds Metropolitan University (LMU) – Great Britain
- Hanze University Groningen, Applied Sciences (IULM) – The Netherlands
- Libera Università di Lingue e Comunicazione (IULM) - Italy
- New Bulgarian University (NBU) – Bulgaria
- Vilnius University (VU) - Lithuania

It is a 90 ECTS program that maybe taken over three semesters as a fulltime program.

The focus on in the MIC programme:

- 1) competency-based learning as didactical principle to build strong links with the professional field
- 2) focus on the strategic position of an international communication practitioner
- 3) focus on the international context and intercultural sensitivity as benchmark for professional values
- 4) focus on diversity of communication roles: management to trainer
- 5) focus on corporate social responsibility
- 6) European understanding of the profession
- 7) focus on applied research as chosen research approach for solving problems of the field
- 8) the legacy of Geert Hofstede

The general aim of the MIC programme is to educate communication professionals in line with the following profile:

Graduates of the MIC programme are intercultural competent communication practitioners, able to work in a global context from a European perspective. They anticipate change and are able to create, offer and manage sustainable and innovative solutions to communication problems of the professional field at a senior managerial or consultancy level in organizations.

The Consortium chooses for a competency-based approach to learning and a strong collaboration with the professional field and adhering to European standards. Graduates will have attained behavioural repertoires that support the attainment of organizational objectives. Depending on the professional context at hand, they will be able to consciously and deliberately make choices within that repertoire. Students will be presented with real problems needing real solutions. Key elements in this problem solving process: strategic thinking, applied research, team work & people skills,, professional & ethical behaviour, personal responsibility and communication and the overarching international and/or intercultural perspective.

The final qualifications of the MIC are a result of careful and critical deliberation by the Consortium. It is fortunate enough to be able to draw from a rich collection of recent (international) research results, publications and conference discussions in which the members actively participate. This professional profile of (graduates of) the MIC programme is based on requirements of the discipline and of the professional field at a European level, but not disregarding the national and global level. The final qualifications adhere to European standards for master's programmes.

1.1 MIC EXAMINATION BOARD / ADMISSION BOARD

The Master of International Communication has a MIC Examination Board. If any serious bias or unfairness arises in the application of these Education and/or Examination Regulations, the MIC Examination Board may resolve the matter at its own discretion notwithstanding the provisions of these Regulations. The main responsibilities include:

- making decisions on any cases not covered by the Education Regulations and Examination Regulations
- bestowing the diploma

This committee consists of the following members as of September 1st 2011:

- MIC lecturer : Prof. A.Mazzei
- Lecturer of other IULM master programs: Prof.L.Brusati
- Lecturer of other IULM member: Dr. M. Falcone
- Administrative support is provided by Dr. R.Razeto

All correspondence with the MIC Examination Board should be sent to the following email address: consortium.mic@iulm.it
Before the start of each academic year, the Directors appoints the members of the MIC Examination Board. Present members are eligible for re-appointment. The admissions Committee advises the Directors on admission of students to study programmes. The Admission Board and the Examination Board may be comprised of the same members.

2 Final Qualifications

Competencies are described in terms of responsibilities and autonomy.

Core competencies:

	Core competencies:	Final qualifications for the Master of International Communication
1	International and intercultural orientation	The Master of International Communication displays a high level of intercultural sensitivity and an international orientation by independently integrating this dimension into the professional work.
2	Analytical capability	The Master of International Communication takes initiative and responsibility for the development of knowledge and insights based on systematically detecting, investigating and analyzing signals relevant to the organization's objectives and reputation.
3	Problem solving Capability	The Master of International Communication takes a strategic, long term approach to identifying and solving complex open-ended communication problems and demonstrates self-direction and originality in a multidisciplinary environment.
4	Implementing Capability	The Master of International Communication takes responsibility for planning, implementing and evaluating of the effectiveness of communication policy, plans, projects and tools at strategic and tactical levels.
5	Reflective capability	The Master of International Communication critically reflects on the (developments within the) international communication profession, the social impact of the work and on his or her own personal development, professional role and responsibility.
6	Communicative capability	The Master of international Communication communicates effectively within the range of different professional roles with all of the stakeholders of the organization. (managerial)
7	Innovative capability	The Master of International Communication anticipates change and includes innovation as part of the decision making process.

Depending on the specializations student choose, their future business cards could read for example:

- International Communication Consultant
- Facilitator
- Global Media Director
- Director of Press Relations
- Head of Corporate Communication
- Intercultural Trainer
- PR Manager

The intended learning outcomes of the MIC are based on the master's level Dublin descriptors, the competencies of the master profile as complemented by the Consortium and the European Qualifications Framework for Lifelong Learning (EQF).

The knowledge level of this masters course:

- (1) *Highly specialised knowledge, some of which is at the forefront of knowledge in the field of work or study, as the basis for original thinking and/or research*
- (2) *Critical awareness of knowledge issues in a field and at the interface between different fields.*

The skills level of this master course:

Specialised problem solving skills required in research and/or innovation in order to develop new knowledge and procedures and to integrate knowledge from different fields.

The competency level of the master course:

- (1) *Manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches*
- (2) *Take responsibility for contribution knowledge and practice and/or reviewing the strategic performance of teams.*

3 Structure of the programme

3.1. STRUCTURE

The MIC programme is a joint master course over three semesters (90 credits). A core programme will be offered by all universities, and each will offer three specializations to be followed by students abroad. Student mobility in the second semester is compulsory. The master's thesis will be written under the supervision of two universities, both awarding the graduate their degree.

Semester one is completed at one of the partner universities, and the second semester at a second partner university. During the third semester, students write a thesis under the supervision of the two respective universities.

Semester 1	Core Curriculum	30 credits	University 1
Semester 2	Specializations	30 credits	University 2
Semester 3	Master Proof	30 credits	Universities 1 & 2
		90 credits	2 degrees

The MIC is a fulltime program. Part time options are possible at an individual level and must be approved by the examination board. The thesis may be written as an in-company assignment or for a client as an independent practitioner.

Modules may also be taken separately by non-degree students at the discretion of the MIC Examination Board. These students will receive a certificate at successful completion. Non-degree students are admitted only if the number of students does not exceed the maximum number of students per class as specified in these regulations.

Each university offers three specializations. The Dissertation is co-supervised by the two universities.

Our graduates are reflective practitioners who have the professional, academic and personal qualifications needed to develop as senior communication practitioners. They are geared to carry responsibility at a strategic level in the organization working in an international and intercultural environment.

In order to achieve this, the curriculum is built on the following:

- **During the first semester students are**
 - Introduced at a master's level to the three focus areas: the strategic process of the organization, the international environment of the organization and the intercultural environment of the organization. These are essential ingredients of the professional context for which the programme is preparing the students. Students need to be able to work within this professional context and therefore take these elements into consideration when they are working on their integrated assignments.
 - Introduced at a master's level to the three main professional roles: researcher, consultant, manager. During the first semester students will be working on one integrated assignment from these three different perspectives.
- **During the second semester students may choose**
 - Three specializations in which the integrated assignments are explicitly linked to different international professional contexts /clients
- **During the third semester students will**
 - Acquire and choose a graduation assignment
 - The graduation assignment will always include applied research
 - The brief could eventually be provided by a client.

- Students could eventually work as a professional for a client
- **Throughout the programme**
 - students work at their personal planning & development focusing specifically on the development of the self-directing and reflective ability. This ongoing process focuses on developing a lifelong learning attitude.
 - students are required to work on integrated assignments linked to the professional field, so they can develop and measure their competencies against those required by the professional field and the consortium. The integrated assignments in the different semesters call on a variety of competencies

Each semester can be subdivided into smaller blocks of 5 to 14 weeks.

The Master Program is made up of units. Each unit is a self-contained entity with its own objectives and assessable learning outcomes, which may be studied within a variety of contexts in the student's overall course. Credits are awarded to the learning outcomes, not to the curriculum content and are awarded for achievement of those learning outcomes at or above a threshold pass level. Units therefore need not be formally taught elements of a course and can include projects, dissertations, company training programmes (where approved), work-based or open learning and independent study. Unit credits may also be awarded for relevant assessed prior learning, certified or experiential.

Generally, each unit is delivered over one semester but units may be approved to be delivered in alternative ways, for example as intensive programme, or as weekend or summer school. Full-time students normally register for 30 credits in each semester. The amount of student contact time will vary between units, but the total amount of student learning time should be 28 hours for each credit.

The timetable for each semester of the master course is published on Blackboard.

The units of study of the Master's course are listed in a Credit Table which is included in the relevant Course outline. The numbers of credits assigned to the various units in the Course outline correspond with the study load which had been determined for those units.

If there are any entry requirements for a unit of study, this is stated in the Course outline.

3.2. SPECIALIZATIONS

In 2011 and 2012 the following subject and specializations will be offered:

Semester 1 – Core Courses

1. The International Business Environment of Corporate Communication
2. The Intercultural Context of Corporate Communication
3. The Strategic Cycle: Communication Planning & Management

Semester 2 – Specializations

1. Hanze University Groningen, Applied Sciences: International Public Affairs, International Marketing Communication, Development Communication
2. IULM, University of Language and Communication: Development and Communication, Public Affairs & Advocacy, Social Responsibility & Communication
3. Leeds Metropolitan University: Communications Audit, Integrated Marketing Communication, Public Relation Skills
4. New Bulgarian University: Communicating through special events, Exploring Communication in New Media, Psychology of Mass Communication
5. Vilnius University: International Crisis Communication, Innovative methods in Corporate Communication, Media & Sustainable Development

Semester 3 – Dissertation

1. The Dissertation
2. Personal development & planning

3.3. STUDY ROUTES

All students are required to successfully complete all courses as described in order to obtain their master degree.

3.4. CURRICULUM OVERVIEW

On the following page, an overview is given of all of the IULM University course units of the specializations and the dissertation semester.

CURRICULUM OVERVIEW

Semester 2 Specializations IULM

	Development Communication	Credits
UNIT 1	<i>Development Communication_ Introduction and Leading Course</i>	4
UNIT 2	<i>Intercultural Negotiation_ Case Studies</i>	2
UNIT 3	<i>Workshop DevCom/Personal Planning & Development</i>	4
	Social Responsibility and Communication	
UNIT 1	<i>SRC Introduction_ Introduction and Leading Course</i>	4
UNIT 2	<i>Corporate Culture & Sustainability_ Case Studies</i>	2
UNIT 3	<i>Workshop SRC /Personal Planning & Development</i>	4
	Public Affairs and Advocacy	
UNIT 1	<i>PA and Advocacy Introduction and Leading Course</i>	2
UNIT 2	<i>Corporate Communication, Managing Public Issue</i>	2
UNIT 3	<i>PA and Advocacy_ Case Studies</i>	2
UNIT 4	<i>Workshop PA and Advocacy /Personal Planning & Development</i>	4
Semester 3 Dissertation		
UNIT 1	<i>Dissertation</i>	29
UNIT 2	<i>Personal Planning & Development</i>	1

Master International Communication – fulltime/joint programme						
Semester 2	Block 1 Development Communication Period 1: wk 6 – 9 Competencies: all	EC	Block 2 Social Responsibility & Communication Period 2: wk 10 - 14 Competencies: all	EC	Block 3 Public Affairs& Advocacy Period 6: wk 14 - 19 Competencies: all	EC
	Development Communication • assessment	10	Social Responsibility & Communication • assessment	10	Public Affairs& Advocacy • assessment	10
	Total	10	Total	10	Total	10
Semester 3	Block 4 : Dissertation Periods wk 40 - 5 Competencies: all					
	<i>Personal Planning & Development</i>					1
	<i>Dissertation</i>					29
	Total					30

4. Course Outlines

§ 1 A detailed description of all of the units of study is attached as the appendix COURSE OUTLINE to this document. The Course outline describes the content of the course and the educational units which it comprises. It also lists the competencies and learning outcomes which the students must acquire in order to obtain the master diploma.

The following is described:

General description of the block

- Aim
- Professional role
- General description of competency
- Level
- Related educational units

Integrated assignment (capstone assignment)

- Aim,
- Professional role,
- Situation, task, role,
- Professional product,
- Client,
- Indicative content,
- Assessment,
- Rationale for assessment,
- Didactical forms,
- Indicative sources,
- Names of staff

Supporting subjects (theory and skills)

- Aim
- Learning outcomes
- Indicative content
- Assessment
- Rationale for assessment
- Didactical forms
- Indicative sources
- Names of staff

Personal Development & Planning

§ 2 The practical exercises referred to are described in the course outlines

§ 3 The Course outline states the number and the order of the assessments per educational unit. It also states whether the assessments will be held orally, in writing or in another form and whether the oral assessment will be open to public attendance; all of this subject to the power of the MIC Examination Board to make alternative arrangements in exceptional cases. Per semester, MIC Educational Support Office will provide a schedule of the assessments.

§ 4 Agreements can be made in consultation with the program director about the manner in which student with physical or sensory disabilities can reasonably be given the opportunity to take part in examinations.

5. Admissions Policy

The admission policy applies to admission to the consortium programme.

5.1 Admission requirements

5.1.1 Consortium Requirements

- a) Academic background: Students must hold a Bachelor's degree in communication or related field or portfolio that indicate that extensive work in the field of communication or other experience that makes you eligible. Examples of related fields of study include but are not limited to Business, Marketing, International relations management, English, Sociology and Psychology.
- b) English language proficiency: IELTS or equivalent with a minimum grade of 6.5, with no grade in any area below 6.0. TOEFL is also accepted: 575 (paper), 232 (computer), 90 (internet)
- c) Letter of Motivation: maximum 2000 characters including any information you think may be of importance in the assessment of your application.
- d) Two letters of reference. References should not be older than three years. Letters must be on official letterhead. References could be from academics or professionals who are well acquainted with the student.
- e) Copy of passport
- f) Four passport photographs

5.1.2 IULM requirements and VISA issue

(required after having been admitted at Consortium selection)

ACADEMIC REQUIREMENTS FOR APPLICATION

Basic requirement for international students (EU and non-EU), in order to be admitted to an Italian University Master Course, is that they hold a college or university degree equivalent to a three-year first level Italian degree. International students must have successfully completed the equivalent number of years' education as an Italian graduate, with at least 15 years of study (from primary school to university graduation).

Please note

It is strongly recommended to check fulfillment of the above requirements before applying for one semester in IULM University.

REQUIRED DOCUMENTS

A. "Dichiarazione di valore in loco" (DVL)

DVL is a statement issued by the local Italian Delegation (usually the Consulate or Embassy) of the country which awarded the degree. This must state that the degree in question is of equal value to a first-level Italian degree, and must also specify the overall number of school years completed (from primary to high school), the full name of the University where the degree was taken and the number of university years completed. The document must include a copy of the original degree certificate and certification of the number of years of study, course titles and grades translated into Italian, both authenticated by the said Consulate or Embassy.

Necessary documents to get DVL

Secondary school diploma, University degree certificate, university diploma or equivalent qualification, 2nd cycle degree, if any, transcript of exams. These documents must be translated into Italian language by an authorized translator and legalized by the Italian Delegation competent for the area where graduation has

been achieved. Once the original documents have been translated and legalized, the Italian Consulate or Embassy will issue the “Dichiarazione di Valore in Loco”, that states the fulfilment of all requirements for entering the master.

Please note:

- It is strongly recommended to check fulfillment of all requirements before applying for one semester in IULM University;
- Only students candidate for one semester in IULM and considered eligible at the consortium selection, will be requested to present DVL;
- IULM University will verify all information provided as part of the application process and reserves the right to refuse enrolment if any discrepancies become evident during verification;
- if applicants fail to submit all the requested documents upon enrolment, they will be considered on a provisional basis for the IULM University Master's Course until all missing documents have been received and verified by the University;
- if applicants fail to submit all the requested documents, he could not get both the Master Degree in International Communication in IULM University and the MIC Consortium Certificate;
- It is strongly recommended for each student to check with the Italian Consulate or Embassy of the country where he graduated the details of requested docs, and relative costs and timings, that can vary from each country.

B. VISA

For non-EU citizens it is necessary to present a copy of the entry **VISA** and within **8 days** from arrival, they must **apply for a stay permit for study purposes**.

To ask for **VISA**, it is necessary to apply to the competent Italian diplomatic authority (Consulate/Embassy) in the country of origin or, if coming to IULM in the second semester, in the country where the student is studying for the 1° semester.

IULM will support the student, after selection, by producing a “**confirmation letter**” that states the admission in the University for the time the student will live in Italy.

All information on **ITALIAN ACADEMIC REQUIREMENTS FOR APPLICATION** can be found at the following link to the Italian Ministry of Education: <http://www.study-in-italy.it/>

5.2. ENROLMET PROCEDURE

- § 1 Students apply to the consortium
- a. In their application students may declare their preferred home university (choice 1, 2, 3
 - b. or no preference) and motivate their choice.
 - c. Students may declare a specialization
 - d. Students may apply for a scholarship.
- § 2. The consortium divides the students over the universities based on the following criteria stated in order of importance :
- a. Preference of the student (including declared specialization): is the main criterion.
 - b. Diversity in student population (in principle no more than 50% of the student population of one nationality)
 - c. Acceptable spread of the students over the consortium partners, so that all partners can offer the programme. If a consortium partner still decides not to offer the program because there are not enough students, then students will be offered a place at another consortium partner.

The guiding principle is that the preference of the student will be accommodated unless the principle of diversity is seriously impaired and/or the number of students over the consortium partners is seriously lopsided. If selection is demanded, then the motivation will be leading in the decision.

- § 3. Students apply for admission to the consortium May 1st at the latest, GONOGO deadline for partners deciding whether to offer the programme the upcoming year. After this deadline, students are admitted to the partners offering the programme, if places are still available.
- §4. Directly upon receipt of the application, the consortium office will verify basic eligibility: diploma and proof of English language skills. The applicant will be send notification about eligibility (not the same as being admitted, of course).
- § 5. The admission board selects the students makes them an offer, based on the above criteria within three weeks.
- §6. The offer letter includes a disclaimer, indicating the confirmation deadline of the 15st of May.
- §7. Students accept or refuse the offer within two weeks.
- §8. The consortium sends the applications of all students to be processed by to the home university immediately after the student has accepted the offer, for further processing.
- §9. The consortium admits students; the home university processes the application, including acceptance of original documentation (diploma's etc).

5.3 NUMBER OF STUDENTS ENROLLED

No more than 23 students per class will be enrolled for the programme at the IULM University. They will be selected in the order in which they were received by the admissions board. In 2011-2012 we will offer only one class.

6. Assessment

6.1. REGISTRATION & CALCULATION OF RESULTS

- § 1 All summative assessment results are recorded evaluation in the IULM University's registration system. The credit obtained for assessments are awarded immediately after the student has passed the assessment.
- § 2 In case a unit has more than one assessment, the overall unit mark will be computed as a weighted average of the marks for the various assessments elements in the unit, as described in the course outline of that unit.
- § 3 A student is required to keep a copy of all of the coursework submitted for assessment. In the event a piece of coursework goes missing, it is the student's responsibility to provide another copy of the coursework. If a student is unable to do so, the student may fail the assessment for that particular unit and will certainly be required to submit a different piece of course work.
- § 4 The mark received for each assessment in the course unit must be 18 (out of 30) or higher.

6.2. SUBMISSION DEADLINES AND DEFERMENT

- § 1 On submission of coursework, one electronic version (PDF) of the course should be submitted by email to the relevant lecturer and one hard copy should be submitted to the MIC Administrative support.
- § 2 Coursework should be submitted before or at the deadline that has been set by the lecturer. Should the student, due to personal or other circumstances, not be able to meet the set date, a written approval should be obtained for handing in the work at a later date should be obtained from the course lecturer prior to the deadline.
- § 3 Students may be allowed to defer submission of a dissertation (thesis) on receipt of a written request to the MIC Examination Board. Requests to defer submission will be refused if they would take the student outside of the period of registration (defined in Graduation Project Guidelines). Furthermore, a deferment will only be granted to students if the request provides a new hand-in date and a planning of activities, both agreed upon by the student's supervisor. When a deferment is granted, the new deadline for submission must be agreed upon. Except where such a deferment is granted,

the normal deadline applies and dissertations submitted after such a deadline will be regarded as late submissions and be marked accordingly.

- § 4 If a student submits assignments later than the set deadline, the student should expect points to be deducted from his mark at a rate of 0,5 point per week or part of week which the student is late, up to a maximum of 4 weeks.
- § 5 Work submitted more than four weeks after the deadline will normally not be accepted; however the MIC Examination Board may, exceptionally and at its discretion, agree to accept and mark on merit work which is submitted more than four weeks where there are strong mitigating circumstances of which reliable evidence is available to the board. In all other cases the MIC Examination Board decides on the possible deductions of points. Student wishing to apply for such a ruling, need to request this no later than one week after the original deadline. Requests made at a later date need no to be reviewed by the Examination Board.
- § 6 A student who had not submitted any work. Or who has submitted nothing of merit, for the assessment tasks for the unit will be recorded as not having attempted the unit and no attempt at the unit will be included in the student's record.

6.3. ASSESSMENT RESULTS

- § 1 Assessments are marked by the designated examiner(s). If more than one examiner is marking an assessment, then the examiners will consult on the mark to be awarded. If they cannot reach a unanimous decision, the Chair of the MIC Examination board will determine the mark after hearing the examiners involved.
- § 2 Work is marked and the results notified to the students no later than twenty working days after the end of the assessment and no later than five working days before any resit, if applicable. Marks for oral assessments are notified on the day of the assessment unless the MIC Examination Board determines otherwise.
- § 3 In principle, all of the educational units will be assessed during or immediately following the block in which it is offered, with the exception of integrated assignment and Personal Planning & Development. Some integrated assignments cross over into other periods due to external factors. Persona planning and Development is a continuing process, but results are only registered three times.
- § 4 If the assessment of the dissertation (thesis) by the two assignment markers differ more than 10% on the scale used, the markers will be asked to reach an agreement on the final grade. If this does not lead to an agreed final mark, a third marker will be appointed by the programme director to evaluate the thesis. The median of the three grades will be used to determine the final grade.
- § 4 Assessment results for courses are expressed using the Italian marking system, a scale running from 18 (very poor) to 30 (outstanding).
- § 5 The final grade list will include the conversion of the Italian grades into the ECTS grading scale.
- § 6 The assessment of the dissertation is based on the Italian grade system. At IULM University the scale runs from 1 (very poor) to 6 (outstanding) and it will be added to the average of the exam grades transformed in a fraction out of 110. For example: a student that have an average exam grades of 18 will have 66/110 + the dissertation evaluation.

6.4. SEQUENCE OF EXAMS

Sequencing of exams is indicated in the course outline as prerequisites.

All course units of semester 1 must be successfully completed in order to commence the dissertation period.

6.5. NUMBER OF OPPORTUNITIES & RESITS

- § 1 A student is allowed a maximum of two opportunities for every assessed work per academic year. Lecturers may specify in the MIC Course Outlines if only one opportunity is offered. This may be the case with workshops, training sessions and other unique activities such as client presentations.

- § 3 The highest mark achieved in any assessment or a resit of that assessment will be recorded as the result of for that assessment.
- § 4 Resits for assessments, may be taken at in the manner described in the MIC Course Outlines for the relevant unit of study.
- § 5 All resits, whether of coursework or assessments, must be taken at the specified assessment opportunity, unless the student has written permission by the MIC Examination Board to resit at a later date. Coursework that needs to be re-done, must be submitted by the date set by the lecturer of the course, unless the student has written permission by the MIC Examination Board.
- § 6 A student who receives a failing mark for his or her dissertation may be allowed to resubmit the dissertation within the specified time. Such a student should receive written guidance on the deficiencies of the first submission. The student has to provide a new hand-in date and a planning of activities, both agreed upon by the student's supervisor and the graduation coordinator.

7. Internships

There are no mandatory internships. All of the costs involved in these types of activities are carried by the students themselves.

8 Attendance

Mandatory attendance applies to workshops, skills training sessions, group work, client presentations & meetings, projects or other activities in which attendance is essential for the group process or as specified in the MIC Course Outlines.

9 Language of instruction

The entire program is taught in English; all of the relevant documentation for the students is available in English.

10. Student support and guidance

§ 1 Our student guidance and support aims at a good execution of the masters programme and a good study progress. Moreover, the right balance between assisting the students and encouraging independence is part of vision of the Consortium with regards to student guidance. Study support and guidance are essential in teaching students self-reflection and prepare them for lifelong learning; even more so for students with different national backgrounds.

§ 2 Monitoring students ' progress

Students' progress is monitored within the framework of Personal Planning and Development with the support of the administrative staff. Student(s) may be requested to discuss their study progress and results as needed. Also lecturers are invited to report anomalies to the programme management. When necessary, additional academic support is provided.

§ 3 Student Guidance

At the start of their studies every student receives a copy of the ECTS Guide, including all of the relevant course outlines and this Education Regulation. Consultation with the programme director is always possible for students, i.e. on a daily basis, as a good service to this special group of students. It is reassuring for students that the course administrator they deal with for the application when still at home is the same person to welcome them at their first arrival. A kick-off is organized. Yet independence is encouraged.

11. MIC Academic calendar 2011-2012 at IULM

The academic calendar specifies lesson weeks and holidays.
The program is subject to change at the discretion of the lecturers.

Classes will take place from February 6th to end May, 2012

As a rule, classes will be scheduled from Monday to Friday, from 9:30 am to 12:30 pm and from 2.00 pm to 5.00 pm.

Final exams will take place at the end of each course by a written text and or a group/individual assignment.

Academic Calendar 2011-2012– MIC Semester IULM University

Week		Specialization	Day of Lesson	
5	February	6	Introduction	Mon
6		6 – 10	Development and communication	Mon_Tu_We
7		13 – 17	Development and communication	Tu_We_Fri
8		20 – 24	Workshop DevComm/Personal Planning & Development	Tu_We
9	March	27 – March 2 nd	Workshop DevComm/Personal Planning & Development	Tu_We
10		5 – 9	Social responsibility & communication	Tu_We
11		12 – 16	Social responsibility & communication	Tu_We
12		19 – 23	Workshop SCR/Personal Planning & Development	Mon_Tu_We
13		26 – 30	Workshop SCR/Personal Planning & Development	Tu_We
14	April	April 2 nd – 6 th	Social responsibility & communication	Mon_Tu_We_Thu
15		6 – 13 th	Easter Holidays	
16		16 – 20	Public Affairs&Advocacy	Tu_We
17		23 – 27	Public Affairs&Advocacy	Mon_Tu
18	May	April 25 th and May 1 st	Holiday	
19		April 30 th – May 4 th	Workshop Public Affairs & Advocacy /Personal Planning & Development	We_Thu
20		7 – 11	Workshop Public Affairs&Advocacy /Personal Planning & Development	Tu_We