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Bilateral Academic Double Degree Program Agreement between

ISCTE- University Institute of Lisbon

Av. Das Forças Armadas, 1649-026 Lisboa, Portugal

and

Università degli Studi di Palermo

Piazza Marina, 61 - 90133 Palermo, Italy

ISCTE - University Institute of Lisbon, so called hereby **ISCTE-IUL** and **Università degli Studi di Palermo**, so called hereby **UNIPA** (vide Appendix 1, for the complete List of Acronyms), propose to establish a cooperative "Double Degree Program", whereby the parties adopt the following principles which embody their understanding.

I. Scope

1. "Mestrado em Gestão dos Serviços e da Tecnologia" from ISCTE-IUL¹ and "Corso di Laurea in Ingegneria Gestionale dell'Università degli Studi di Palermo"² are described as two-year study masters programmes.
2. Selected students, enrolled in the MMST programme at ISCTE-IUL, will be able to pursue studies at UNIPA towards obtaining the "Corso di Laurea in Ingegneria Gestionale".
3. Selected students enrolled in the MBME programme at UNIPA will be able to pursue studies at ISCTE-IUL toward obtaining the "Mestrado em Gestão dos Serviços e da Tecnologia".

II. Students eligibility

1. Eligible students are, as follows:
 - ISCTE-IUL students of the MMST programme who have fulfilled the credit requirements of table 3 (63 ECTS);
 - UNIPA students of the Bachelor Degree programme who meet the requirements for accessing to the Master Degree programme, at UNIPA.
2. Eligible students should have a demonstrated level B2 of English competence according to the Common European Framework of Reference for Languages (CEFR).
3. Eligible students will be evaluated in accordance to the requirements of the course/university to which they apply.

¹ Translated as **Masters in Management of Services and Technology**, so called hereby **MMST**.

² Translated as **Masters in Business and Managerial Engineering**, so called hereby **MBME**.

4. Eligible students should comply with any other requirement specified in the announcement of selection.
5. The nomination of candidates will take place **between March and May** of the previous year.

III. Number of eligible students

1. A balance will be maintained with regard to number of students from each institution.
2. The number of students that may participate in the Double Degree Program from each institution will be decided on a yearly basis in **February** of the previous year.

IV. Plan of studies for a Student from MBME

1. The MBME student will attend and successfully complete the courses described in Table 1 at ISCTE-IUL during the first year of studies (vide Appendix 2, for detail). UNIPA will recognize the related ECTS according to the needs to complete the plan of studies of the MBME (vide Appendix 2, for detail).

Table 1 – Courses to be completed at ISCTE by the MBME Student during the first year of studies

Course	Masters	Scientific Area	Semester	ECTS
Management of innovation and technology (Portuguese) ⁴	MMST	TPO	1	6/6
Capital investment appraisal	MMST	FIN	1	6/6
Management of Value and Business Processes	MMST	TPO	1	6/6
Econometric Methods ^{3,5}	ME	ECOT	1	6/6
<i>Replaces Simulation of Systems and Operations, in MMST</i>	MMST	EAD	1	
Planning and Marketing Innovation ^{1,3}	MM	MKT	1	6/0
Sub Total Semester 1 (MBME/MMST)	MMST			24
<i>UPS only recognizes 27 ECTS of these 5 courses</i>	MBME			27
Management information systems and ERPs	MMST	TPO	2	6/6
Forecasting Methods	Elective ²	EAD	2	6/6
Project Management Laboratory ²	Elective ²	TPO	2	6/6
Corporate Finance Strategy ^{1,3}	MF	FIN	2	6/0
Management Consulting ^{3,6}	MHRM	GG	2	6/6
<i>Replaces Research Seminar in MST, in MMST</i>	MMST	TPO	1	
Sub Total Semester 2 (MBME/MMST)	MMST			24
<i>UPS recognizes 30 ECTS of these 5 courses</i>	MBME			30
TOTAL (MBME/MMST)				57⁸/48⁷

- Notes:
- (1) Out of the MMST plan but included for convenience of the plan of studies of MBME;
 - (2) Elective courses might not run, despite that not being expected;
 - (3) Courses from other master programmes are constrained by the actual timetable of the academic year of the double degree;
 - (4) Lectured in Portuguese;
 - (5) “Econometric Methods” is attended at ISCTE-IUL and replaces “Simulation of Systems and Operations” in the MMST plan of studies to accommodate the requirements of both MBME and MMST.
 - (6) “Management Consulting” is attended at ISCTE-IUL and replaces “Research Seminar in MST”, in the MMST plan of studies because this course which is part of the first semester of the second year.
 - (7) For the purpose of awarding the MMST the courses on the table only count 48 ECTS

(8) For the purpose of awarding the MBME the courses on the table count, at maximum, 60 ECTS; however, only 57 ECTS will be recognized. Appendix 2 presents the table of recognition at UNIPA for an Italian Student.

- The MBME student will attend and successfully complete the courses described in Table 2 at UNIPA during the second year of studies (vide Appendix 2, for detail). ISCTE-IUL will recognize the related ECTS according to the needs to complete the plan of studies of the MMST (vide Appendix 2, for detail).

Table 2 – Courses to be completed at UNIPA by the MBME Student during the second year of studies

Course	Masters	Scientific Area	Semester	ECTS
Industrial Organization and Strategy	MBME	ING-IND/35	1	9/6
<i>Replaces Strategy and Corporate Development in MMST</i>	MMST	GG	1	
Supply Chain Management	MBME	ING-IND/17	1	9/6
<i>Replaces Supply Chain Management in MMST</i>	MMST	TPO	2	
Service Quality Management	MBME	ING-IND/16	1	6/6
<i>Replaces Service Operations Management in MMST</i>	MMST	TPO	2	
Dissertation/Project (Joint supervision, English) ^{2,3,4}	MBME/MMST	TPO	1, 2	15/54
Stage and others ¹	MBME	No Area	1,2	6/0
Networking Strategies and Technologies ¹	MBME	ING-IND/35	1,2	12/0
Elective ¹	MBME	-	1	6/0
TOTAL (MBME/MMST)				63 ⁴ /72 ³

Notes: (1) Out of the MMST plan but included for convenience of the plan of studies of MBME;
 (2) Dissertation/project must satisfy criteria of both programmes; please check the section concerning “*Dissertation or Project*”, for detail;
 (3) For the purpose of awarding the MMST the courses on the table count 72 ECTS. Appendix 2 presents the table of recognition at ISCTE-IUL for an Italian Student. 54 ECTS are allocated to the dissertation/project;
 (4) For the purpose of awarding the MBME the courses on the table count, at maximum, 63 ECTS. UNIPA only recognizes 15 out of 54 ECTS possible from the dissertation/project.

- The MBME student should attend and successfully complete the courses described in Tables 1 and 2 at ISCTE-IUL and UNIPA. This will be enough to be awarded the double degree because he/she will complete 120 ECTS in both programmes (vide Appendix 2, for detail).

V. Plan of studies for a Student from MMST

- The MMST student will attend and successfully complete the courses described in Table 3 at ISCTE-IUL during the first year of studies (vide Appendix 2, for detail). UNIPA will recognize the related ECTS according to the needs to complete the plan of studies of the MBME (vide Appendix 2, for detail).

Table 3 – Courses to be completed at ISCTE-IUL by the MMST Student during the first year of studies

Course	Masters	Scientific Area	Semester	ECTS
Strategy and Corporate Development	MMST	GG	1	6/6
Management of Innovation and Technology (Portuguese) ⁴	MMST	TPO	1	6/6
Management of Value and Business Processes	MMST	TPO	1	6/6
Simulation of Systems and Operations	MMST	EAD	1	6/6
Capital Investment Appraisal	MMST	FIN	1	6/6
Sub Total Semester 1 (MBME/MMST)	MMST			30
<i>The 30ECTS of these 5 courses are recognized by UPS</i>	MBME			30
Supply Chain Management	MMST	TPO	2	6/6
Service Operations Management	MMST	TPO	2	6/6
Management Information Systems and ERPs	MMST	TPO	2	6/6
Project Management Laboratory ²	Elective ²	TPO	2	6/6
Management Consulting ³	MHRM	GG	2	6/6
Any Elective Course ^{1,2}	Elective ²	Any	2	3/0
Sub Total Semester 2 (MBME/MMST)	MMST			30
<i>The 33ECTS of these 6 courses are recognized by UPS</i>	MBME			33
TOTAL (MBME/MMST)				63⁶/60⁵

Notes:

- (1) Out of the MMST plan but included for convenience of the plan of studies of MBME;
- (2) Elective courses might not run, despite that not being expected;
- (3) Courses from other master programmes are constrained by the actual timetable of the academic year of the double degree;
- (4) Lectured in Portuguese;
- (5) For the purpose of awarding the MMST the courses on the table only count 60 ECTS
- (6) For the purpose of awarding the MBME the courses on the table only count 60 ECTS; This is because recognition is done based on a block of courses. Appendix 2 presents the table of recognition at UNIPA for a Portuguese Student.

2. The MMST student will attend and successfully complete the courses described in Table 4 at UNIPA during the second year of studies (vide Appendix 2, for detail). ISCTE-IUL will recognize the related ECTS according to the needs to complete the plan of studies of the MMST (vide Appendix 2, for detail).

Table 4 – Courses to be completed at UNIPA by the MMST Student during the second year of studies

Course	Masters	Scientific Area	Semester	ECTS
Choose ONE course from the following list:	MBME			
• <i>Integrated Production Systems (Italian) or</i>		ING-IND/16	1	6/6
• <i>Public Sector Economics (Italian) or</i>		ING-IND/35	1	
• <i>Operational Production Planning (Italian) or</i>		ING-IND/16	1	
• <i>Industrial Plant and Safety Design (Part I, Italian) or</i>		ING-IND/17	1	
• <i>Industrial Plant and Safety Design (Part II, Italian)</i>		ING-IND/17	2	
<i>Replaces FreeElective in MMST</i>	MMST	-	2	6/6
Dissertation/Project (Joint supervision, English) ²	MBME/MMST	TPO	1,2	15/54
<i>Networking Strategies and Technologies (English)</i> ^{1,3}	MBME	ING-IND/35	1, 2	12/0
<i>Product/Process Innovation and Sustainable Manufacturing (English)</i> ^{1,3}	MBME	ING-IND/16	2	12/0
<i>Data and Models for Managerial Decisions (English)</i> ^{1,3}	MBME	SECS-P/03	2	9/0
Stage and others	MBME	-	1,2	6/0
TOTAL (MBME/MMST)				60 ⁵ /60 ⁴

Notes: (1) Out of the MMST plan but included for convenience of the plan of studies of MBME;

(2) Dissertation/project must satisfy criteria of both programmes; please check the section concerning “*Dissertation or Project*”, for detail;

(3) The ISCTE-IUL student must attend the lectures of these courses; assessment by individual assignment;

(4) For the purpose of awarding the MMST the courses on the table count 60 ECTS. Appendix 2 presents the table of recognition at ISCTE-IUL for Portuguese Student. 54 ECTS are allocated to the dissertation/project;

(5) For the purpose of awarding the MBME the courses on the table count 60 ECTS. UNIPA only recognizes 15 out of 54 ECTS possible from the dissertation/project.

3. The MMST student should attend and successfully complete the courses described in Tables 3 and 4 at ISCTE-IUL and UNIPA. This will be enough to be awarded the double degree because he/she will complete 120 ECTS in both programmes (vide Appendix 2, for detail).

VI. Dissertation or Project

Dissertation³ or project³ must satisfy the criteria of both national programmes, i.e. MBME and MMST. The following conditions were agreed as an attempt to assure success to the thesis³:


- i. Title of the thesis must be **approved at both UNIPA and ISCTE-IUL**;
- ii. Both Italian and Portuguese **Students register for ISCTE-IUL thesis (54 ECTS)**;
 - For the purpose of awarding the MBME degree **UNIPA will recognize only 15 of the 54 ECTS to any Student.**
 - For the purpose of awarding the MMST degree **ISCTE-IUL will recognize 54 of the 54 ECTS to any Student.**

³ Dissertation or project will be mentioned in the text as **thesis** from now on.

- iii. Theses will physically take place at UNIPA, for both UNIPA and ISCTE-IUL students.
- If there is a requirement for a company or companies to carry out empirical work the **UNIPA will assure the availability of the physical sponsor(s)**;
 - Theses reports must be **written in English**
- iv. Supervision
- **Supervision should be shared by both UNIPA and ISCTE-IUL**, which implies two supervisors;
 - Both supervisors must make sure that the theses do **accomplish the pass requirements of both Universities, before submission**;
 - The **technical contents must be unique** and its adequateness for submission must be checked by both supervisors;
 - **Editorial rules might require/imply two different versions** of the same document, as regards covers, dimensions, etc., despite the requirements for technical contents uniqueness;
- v. Examination board
- **Two examination boards** will examine the student, **one from UNIPA and another one from ISCTE-IUL**, in the same day at the same local hour;
 - Each examination board will **make sure that the national rules of each program are accomplished**.
 - Examination boards must **include the two Course Directors**.
- vi. *Viva-voce* examination
- **Viva will be unique** and occur in the same day at the same local hour;
 - **Viva must be carried out in English**;
 - Students should prepare and give a **15 min presentation**.
 - **Viva will be broadcasted by video conference** to both universities;
 - Each examination board will have 15 minutes to question the student, i.e. the **student will be questioned for 30 min, in total**;
 - Each student will have **equal time to answer the questions**, i.e. 30 min in total (15+15min);
 - An **allowance of 15 min** is given to both questions and answers.
 - Both Supervisors might question or comment for 5 min each, i.e. 10 min in total (5+5min);
 - If required, each student will have **equal time to answer the questions**, i.e. 10 min in total (5+5min);
 - The Presidents of each board might comment on the assignment for 5 min each, i.e. 10 min in total (5+5min); no answers are allowed by the candidate.
- vii. Marks
- A double degree with different requirements at the national level will require two different marks that satisfy both requirements.
 - Each examination board will allocate a mark to the student according to the national requirements;
 - Each mark will contribute to the computation of the final mark of the degree awarded by each university by considering the weight of the related ECTS, i.e. 15 for MBME and 54 ECTS for MMST.

VII. Implementation

1. UNIPA academic coordinator verifies the prior education of MMST students, i.e. that the 63 ECTS of the first year of MMST were successfully completed.

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2. ISCTE-IUL academic coordinator verifies that the UNIPA students are properly enrolled in the MBME programme.
 3. ISCTE-IUL and UNIPA will provide master degree students from the partner institution with tuition and service fee waivers. Candidates shall pay tuition and associated fees at home institution and remain registered there.
 4. Health insurance, social fees, travel and living costs are the responsibility of the student.
 5. ISCTE-IUL and UNIPA shall ensure that students from the partner institution have access to normal student facilities such as: library, general computing facilities, Reading rooms and refectory facilities.
 6. ISCTE-IUL and UNIPA will provide master degree students the appropriate counseling and other assistance, such as in finding housing in approved residence halls, apartments or private houses.
 7. Double Degree Program participants must be covered under a health insurance policy that is valid in the host country. An exemption can be made for those already holding an insurance policy which meets all criteria set forth by the host institution. This exemption must be made prior to departure.
 8. UNIPA and ISCTE-IUL officials agree that this agreement does not give any party a license of use, or rights to, the intellectual property of another party. The use of trademarks, copyrights, and/or other intangibles representative of a party to this Agreement, other than for informative purposes, is prohibited without the owner's permission.
 9. In the event of any controversy, dispute, or claim arising out of or relating to this Agreement, duly authorized officers of each institution shall attempt to resolve the controversy, dispute, or claim to the mutual satisfaction of both parties.
 10. Limitations on Liability.
 - Nothing in this agreement shall be construed to constitute either party, for legal purposes, as a partner, agent or representative of the other. Neither party shall have the right or the authority to assume or create any obligation on behalf of the other or in anyway.
 11. Amendment, review and termination of the Agreement
 - This agreement shall be in force for four years and be binding upon the parties. It shall be subject to revision, modification or renewal by mutual written agreement.
 - The Agreement may be terminated at the request of either institution, provided such request is made in writing at least 6 (six) months before termination is to become effective. Any termination must take into account the right of students already participating or accepted for any exchange to complete their stay.

<p>The signatories:</p> <p>Rector of ISCTE-IUL, University Institute of Lisbon</p> <p>Name: Professor Doutor Luis Reto</p> <p>Signature: </p> <p>Date: 14/09/2015</p>	<p>Rector of UNIPA, Università degli Studi di Palermo</p> <p>Name: Professor Roberto Lagalla</p> <p>Signature: </p> <p>Date: 05/08/2015</p>
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<p>The program Coordinators:</p> <p>For ISCTE-IUL, University Institute of Lisbon</p> <p>Name: Professor Joao Silva</p> <p>Signature: </p> <p>Date: 16/09/2015</p>	<p>For UNIPA, Università degli Studi di Palermo</p> <p>Name: Professor Giovanni Perrone</p> <p>Signature:</p> <p>Date:</p>
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Appendices

Appendix 1 – List of Acronyms

CLIG – Corso di Laurea in Ingegneria Gestionale

EAD – Estatística e Análise de Dados (Statistics and Data Analysis)

ECOT – Econometria (Econometrics)

FIN – Finanças (Finance)

GG – Gestão Geral (General Management)

GST – Gestão dos Serviços e da Tecnologia (Management of Services and Technology)

ISCTE-IUL – ISCTE - University Institute of Lisbon

MBME – Masters in Business and Managerial Engineering

ME – MSc. in Economics

MF – MSc. in Finance

MGST – Mestrado em Gestão dos Serviços e da Tecnologia

MHRM – MSc. in Human Resources Management

MKT – Marketing

MM – MSc. in Management

MMST – MSc. in Management of Services and Technology

RH – Recursos Humanos

TPO – Technology, Production and Operations

UNIPA – Università degli Studi di Palermo

Appendix 2 – Plans of Study

First Year - Courses that Italian students will attend in Lisbon				
Course	Masters	Scientific Area	Semester	ECTS
Management of innovation and technology (Portuguese)	MMST	TPO	1	6
Corporate Finance Strategy	Elective	FIN	2	6
Management of Value and Business Processes	MMST	TPO	1	6
Management information systems and ERPs	MMST	TPO	2	6
Planning and Marketing Innovation	MM	TPO	1	6
Capital investment appraisal	MMST	FIN	1	6
Project Management Laboratory	Elective	TPO	2	6
Management Consulting	MHRM	GG	2	6
Econometric Methods	ME	ECOT	1	6
Forecasting Methods	Elective	EAD	2	6
Sub Total Semester 1				30
Sub Total Semester 2				30
TOTAL				60

Notes

(*) For the purpose of awarding the MMST only count 48 ECTS because “Planning and Marketing Innovation” and Corporate Finance Strategy are only included for convenience of the plan of studies of MBME.

First year - Courses that will be recognized in Italy for Italian students				
Course	Master	Scientific Area	Semester	ECTS
Innovation management	MBME	ING-IND/16	1	6
Business Finance (Italian)	MBME	ING-IND/35	1	6
Business Process Management	MBME	ING-IND /35	1	9
Marketing	MBME	ING-IND /35	2	6
Project Management (Italian)	MBME	ING-IND /17	2	9
Free subject	MBME		1	9
Statistical methods for risk and innovation management	MBME	SECS-S/02	2	12
Sub Total Semester 1				30
Sub Total Semester 2				27
TOTAL				57

Second Year - Courses that ISCTE-IUL will recognize to Italian students				
Course	Masters	Scientific Area	Semester	ECTS
Service operations management	MMST	TPO	2	6
Strategy and corporate development	MMST	GG	2	6
Supply chain management	MMST	TPO	2	6
Project/Dissertation (*)	MMST	TPO	1,2	54
Total				72

Notes

(*) Please check the text of the Double Degree Agreement (Section VI) for explanation

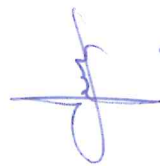

Second Year - Courses that Italian students will attend in Italy				
Course	Master	Scientific Area	Semester	ECTS
Service Quality Management	MBME	ING-IND/16	1	6
Industrial Organization and Strategy	MBME	ING-IND/35	1	9
Supply chain management	MBME	ING-IND/17	1	9
Stage and others	MBME	No Area	1,2	6
Project/Dissertation(*)	MMST/MBME	ING-IND/35 ING-IND/16 ING-IND/17	1,2	(54)/15
Networking Strategies and Technologies	MBME	ING-IND/35	1,2	12
Elective subject from				
Public sector economics (Italian)	MBME	ING-IND/35	1	6
Operational production planning (Italian)	MBME	ING-IND/16	1	6
Total				63





First Year - Courses that Portuguese students will attend in Lisbon					
Course	Masters	Scientific Area	Semester	ECTS	
Strategy and corporate development	MMST	TPO	1	6	
Management of innovation and technology (Portuguese)	MMST	TPO	1	6	
Management of Value and Business Processes	MMST	TPO	1	6	
Simulation of systems and operations	MMST	EAD	1	6	
Capital investment appraisal	MMST	FIN	1	6	
Supply Chain Management	MMST	TPO	2	6	
Service operations management	MMST	TPO	2	6	
Management information systems and ERPs	MMST	TPO	2	6	
Project Management Laboratory	Elective	TPO	2	6	
Management Consulting	MHRM	GG	2	6	
Any Elective Course	Elective	Any	2	3	
Sub Total Semester 1				30	
Sub Total Semester 2				33	
TOTAL				63	

Notes Recognition in block: block of courses is recognised in exchange of another block of courses
Only 60 ECTS are needed despite the **required courses** add up to 63 ECTS.


First year - Courses that will be recognized in Italy for Portuguese students					
Course	Master	Scientific Area	Semester	ECTS	
Industrial Organization and Strategy	MBME	ING-IND/35	1	9	
Innovation management	MBME	ING-IND/16	1	6	
Business Process Management	MBME	ING-IND /35	1	9	
Project Management (Italian)	MBME	ING-IND /17	2	9	
Service Quality Management	MBME	ING-IND/16	1	6	
Industrial Organization and Strategy	MBME	ING-IND/35	1	9	
Supply chain management	MBME	ING-IND /17	1	9	
Business Finance (Italian)	MBME	ING-IND/35	1	6	
TOTAL of block				63	

