



**COURSE REGULATION
FOR
BACHELORS AND MASTERS**

COURSE REGULATION FOR BACHELORS AND MASTERS
INSTITUTO PORTUGUÊS DE ADMINISTRAÇÃO DE MARKETING DE LISBOA

Preamble

This document consists of IPAM's Bachelors' and Masters' Regulation, regarding the improvement of Higher Education in Portugal throughout the Bologna Process and reflects the Institution's concern about the urgency of defining the teaching guiding principles, as well as students' assessment performance, in agreement with the new educational paradigm.

This document assumes the principles to the creation of a European Higher Education area, which would implement the regimes included in Decree-Law n^o 42/2005 of February 22nd, Decree-Law n^o 74/2006, of March 24th, Law 62/2007 of September 10th, and Decree-Law 107/2008 of June 25th.

The reality created by the implementation of the Bologna Process, as well as the gathered experience on the transitional years, allow us to establish a more combined and unitary regulatory model. The *Course Regulation for Bachelors and Masters* is intended for all students who attend undergraduate and masters courses, paying particular attention to the new forms that teaching and learning take in the development of the Bologna Process.

Once the academic bodies have been heard, in accordance with item j) and m) from Article 16, and item f) from Article 26 of the Statutes of the Portuguese Institute for Marketing Administration of Lisboa, hereinafter referred to as IPAM - Lisboa, this Regulation is approved by the Technical-Scientific Council and on proposal of IPAM's Director.

CHAPTER I COMMON RULES

Article nº 1 Scope

1- This Regulation governs the regime applicable to the undergraduate and master's degree courses taught at IPAM - Lisboa.

2 - This Regulation is applicable to all students who attend the grades identified in the previous paragraph, at IPAM – Lisboa.

3 - This Regulation assumes academic, cultural and social values as well as ethical principles to be considered in the instruction of learning appraisal process, and it contains the general standards regarding evaluation, enrollment regimes and year pass to be applied in courses that conduct to the degree of bachelor and master at IPAM - Lisboa.

Article nº 2 Study Regime

1 - The courses leading to the degrees of bachelor and master, hereinafter denominated by courses, are organized by curricular semesters.

2- The total length of the curricular year is thirty-eight weeks, including evaluation periods.

3- The total number of weekly work hours of each student, including independent work, shall not exceed forty hours.

4 - Independent work must be more than 50% of the total work time.

5- The defining of the annual school calendar will take into account the specificity of each course and the general guidelines defined annually by resolution of the Technical-Scientific Council.

6- The Director of IPAM – Lisboa is responsible to post the schedule for classroom teaching classes.

Article nº 3 Concepts

It is understood by:

a) "*Curricular year in which the student is*" - year corresponding to the course units of the study plan in which the student is enrolled.

b) "*Evaluation element*" - any component of the teaching-learning process that can be evaluated and which occurs, either in person or as part of the student's autonomous work, namely attendance and participation in classes, report writing and / or review, the bibliographic survey and the statistical survey.

c) "*Time of evaluation*" - any component of the teaching-learning process that can be evaluated and must be carried out in a scheduled time-space, with a predefined duration and in the presence of the teacher, namely written test , oral test, laboratory exercise, fieldwork and presentation and defense of the project.

- d) "*Curricular Semester*" - the time that includes the academic period and the time of final evaluations.
- e) "*School year*" - the period of the year in which the actual teaching activities are carried out.
- f) "*First cycle*" - course leading to the degree of bachelor.
- g) "*Second cycle*" - course leading to the degree of master.
- h) "*ECTS*" - *European Credit Transfer and Accumulation System*.

Article nº 4

Study Plan

The study plan for the undergraduate and master's degree courses depends on the rules contained in the order that regulates and determines, in credits, the work to be performed in each course unit.

Article nº 5

Curricular credits system

- 1- The courses are organized by the curricular credits system, in the terms established in Decree-Law nº 42/2005, of February 22nd.
- 2- Each course unit corresponds to a thematic-didactic unit with semester duration, without prejudice to the following number.
- 3- Exceptionally, and upon a justified proposal of the Technical-Scientific Council, ratified by the competent organs, there may be:
 - a) Grouping of course units of one semester;
 - b) Course units to operate in a modular way throughout the semester;
 - c) Lecturing of Course Units in different Semesters from those initially foreseen in the Study Plan.

Article nº 6

Full Time Enrollment

- 1 - In each academic year, the students enroll in a list of course units of the curricular enrollment year, corresponding to a maximum of sixty (60) curricular credits / ECTS units - "European credit transfer system".
- 2- Students who have overdue credits for previous curricular years may only enroll in course units whose total number does not exceed:
 - a) Forty-five (45) curricular credits / ECTS units;
 - b) Ninety (90) curricular credits / ECTS units.
- 3- The enrollment in a given curricular year presupposes enrollment in all course units in arrears, for that year.
- 4- Once a given school year has been completed, a student is considered approved in that same curricular year he/she attended, every time that the application of the provisions in numbers 1, 2 and 3 of this article results in enrollment in the following curricular year.
- 5- The student who enters for the first time in the first year of a first or a second cycle is automatically enrolled in all the course units of the corresponding first year.

Article nº 7

Part Time Enrollment

- 1- A "part-time student" is considered to be the student enrolled in one of IPAM – Lisboa's courses leading to a formal academic degree that, at the time of enrollment, selects this regime, enrolling in a number of course units which correspond to a maximum of 45 ECTS of the Study Cycle.
- 2- The application for a part-time student regime will be made at the time of enrollment, at the beginning of each school year, being independent of the access regime.
- 3- The application for the Part-Time Student regime is valid for one academic year.
- 4 - Students may, upon enrollment in each school year, apply for a change from Part-time to Full-time Student regime and vice versa.

Article nº 8

Enrollment in course units and classes

- 1- The enrollment can be made either by students enrolled in a course of higher education or by other interested parties.
- 2- The registration can be done under regime subject to evaluation or not.
- 3- The course units in which the student enrolls, in the regime subject to evaluation and in which obtains approval:
 - a) are subject to certification;
 - b) they are credited, if their holder has or will acquire the status of a higher education student;
 - c) are included in addition to the issued diploma.
- 4- Once the course units have been selected and the schedule published, class changes can be made up to fifteen working days after the beginning of the teaching activity, in case of vacancy.

Article nº 9

Prescription Regime

The enrollment in the course units of the courses lectured in IPAM - Lisboa is not subject to the prescription regime.

Article nº 10

Teaching and Learning Methodology

- 1- Teaching / learning methodologies should be diversified, consistent with the goals and expected learning outcomes of the course in order to:
 - a) adequate levels of student performance;
 - b) promoting competences that, as early as possible, lead the student to acquire, on one hand, independent working methods and, on the other hand, the ability to work collaboratively;
 - d) responsible attitudes and behavior on the part of the students, both during their training period and throughout their active life.
- 2- The typology to be adopted in teaching and learning in each course unit must be defined

according to the following parameters:

- a) typology of the face-to-face teaching component;
- b) items that characterize the student's independent work.

3- The face-to-face teaching is composed, among others, by the following modalities:

- a) theoretical;
- b) theoretical-practical;
- c) practical and laboratory;
- d) field work;
- e) seminar;
- f) internship or professional internship;
- g) tutorial guidance
- h) Digital block;
- i) Digital auditorium.

4- Independent work will be developed by students, among others, through the following methodologies:

- a) acquisition and systematization of knowledge by reading the bibliography supporting each course unit;
- b) acquisition and systematization of knowledge through the consultation of specific bibliography to support the preparation of written works of synthesis / monograph;
- c) preparation of written works of synthesis / monograph and its oral presentation;
- d) additional autonomous work, developed in the laboratory, in the field or in other conditions, for the consolidation of skills / practical knowledge or the development of projects;
- e) Preparation for the final evaluation seasons.

Article nº 11

Ethical Principles and Core Values

1- In IPAM - Lisboa, the evaluation process of learning should be developed with respect for the values of authenticity, justice and intellectual honesty.

2- In accordance with the provisions of number 1, fraudulent practices within the learning evaluation process will be institutionalized. To this end, several instances and levels of intervention (Director of IPAM - Lisboa, Course Director, Pedagogical Council and Teachers) will adopt, in an exclusive academic context, measures of different nature and depth (pedagogical, organizational, procedural and disciplinary).

3- The type, graduation and penalization of fraudulent practices in the context of the process of learning assessment, will be object of normalization through the Student Disciplinary Regulation.

Article nº 12

Evaluation Typology

1- The learning process evaluation can be of three types:

- a) continuous evaluation;
- b) periodic evaluation;
- c) final evaluation: normal season, appeal season and special season.

Article nº 13

Definitions

1- Learning assessment is understood as the process by which students' performance levels (knowledge, skills and attitudes) are measured against expected learning outcomes.

2 - Assessment of learning will be carried out:

- a) through processes that allow to constantly measure the level of performance of students (knowledge, skills, attitudes) comparing to expected learning outcomes, that is, **continuous assessment**, and the individual assessment, will have, at a minimum a weighting of 50% of all assessment tests.
- b) through processes that allow students to assess the students' level of performance (knowledge, skills, attitudes) at predetermined moments comparing to expected learning outcomes, i.e. **periodic assessment**, and the individual assessment, will have, a weighting of 100% of all assessment tests.
- c) through processes that allow students to assess, at a predetermined final moment, the level of students' performance (knowledge, skills, attitudes) comparing to the expected learning outcomes, that is, **final evaluation**, and the individual assessment, will have, a weighting of 100% of all assessment tests.

Article nº 14

Assessment Methodologies

1- The learning assessment methodologies in each course unit must take into consideration:

- a) the characteristics of the study cycle;
- b) the learning outcomes foreseen in the course unit and the corresponding working hours;
- c) teaching and learning methodologies;
- d) the program content;
- e) the means provided to students.

2 - The evaluation of students' performance in non-classroom teaching and learning modalities, should be carried out under conditions that guarantee the authenticity of the elements that underlie them.

3 - The evaluation tests must have duly defined goals and deal with the specific competences of each course unit.

Article nº 15

Assessment Tools

1- The necessary instruments for the learning assessment are of diverse nature, according to the nature of each cycle of studies and course unit, namely:

- a) Written tests;
- b) Individual, written, oral or experimental works;
- c) Group works, written, oral or experimental;
- d) Portefolios;
- e) Practical problems;
- f) Tasks;
- g) Observation of attitudes and behaviors;

- h) Final evaluation;
- i) Internship report or professional internship;
- j) Professional project work;
- k) Dissertation.

2 - The evaluation and consequent classification are of individual scope, even when referring to group work.

Article nº 16

Attendance Regime

1- Attendance is an integrating element of the evaluation process, assuming the strict compliance with the schedules and the Annual School Calendar, established annually by IPAM Lisboa.

2- In the continuous evaluation regime the required minimum attendance is 70%.

3- For the student with worker-student status, as well as for the other students covered by the Special Regimes of Frequency, the minimum required attendance referred to in the previous number is 50%.

4- The program of each course unit must contain the limits of attendance established for that particular semester.

5- The student who does not comply with minimum attendance is automatically integrated into the final assessment regime.

Article nº 17

Assessment Elements

1- The minimum number of evaluation elements necessary to obtain the final classification of each student's performance in the course unit is established in two, using one or more evaluation instruments.

2- Exceptions to the previous point may be the cases in which the evaluation is carried out by portfolio, report of internship or professional internship, professional project work or dissertation, as well as evaluation tools related with final evaluation (normal, appeal, and special seasons).

3- It is responsibility of the teacher in charge for the course unit to choose the nature and number of evaluation elements to adopt, taking into account the provisions contained in this Regulation, informing the students at the beginning of the course unit, about the expected learning outcomes, content and teaching methodologies.

4- The professor responsible for the course unit must communicate to the Course Director as well as to the Coordinator of the Scientific Area, within a period of fifteen days prior to the beginning of each curricular year / semester, the evaluation methodology adopted and the weighting of the different elements considered for evaluation and further classification.

5- The student who obtains a grade of less than 8 (eight) values in any of the mandatory evaluation

elements in the continuous or periodic regimes of evaluation, is automatically integrated in the final evaluation regime – normal season.

6- The Course Director will ensure the balance between the number of evaluation elements of the different course units, as well as the harmonization of the calendar of the predetermined evaluation instruments.

Article nº 18

Final Assessment

1- In each semester of each academic year, a final evaluation will be made to the corresponding course units, except for those in which the evaluation methodology is based on the accomplishment of a project or work.

2- The final evaluation of each course unit will result from a written test, and / or oral, and / or practical tests, or any combination thereof.

3- Will be admitted in the final evaluation – normal season, in the course units in which they are enrolled, students who have not been successful in the continuous or periodic assessment and haven't met the minimum percentage value of attendance, when this is a premise in the evaluation criteria.

4- Students who are subject to the special attendance regimes referred to in Article nº 30 may also be evaluated by Final Evaluation Regime (normal, appeal, and special seasons).

5- The described on the previous number do not apply to cases in which the evaluation of the course unit focuses on contexts of professional practice or involves internship and report of internship, professional project work and dissertation.

6- The Director of IPAM – Lisboa has the responsibility to schedule the dates of the final evaluations (normal, appeal, and special seasons), in accordance to the school calendar.

7- Students who get a grade equal to or greater than 10 (ten) values will be considered approved.

8- All students who make the appropriate enrollment and payment of their fees to the Academic Services, and who have been enrolled in any course in the current school year or previous school years, have access to the appeal season.

9 - All students with special attendance regimes, specified in own regulation, and who are properly enrolled and pay their fees to the Academic Services, have access to the special season.

Article nº 19

Final Evaluation Appeal

1- The classifications of the final evaluation (normal, appeal, and special seasons) elements may be subject to appeal, which processing will obey the provisions of the following paragraphs, assuming compliance with the annual fee schedule of IPAM Lisboa.

- 2- According to the previous number, the student who wishes to appeal their final evaluation should request access to the evaluation element, quotations, classification criteria and their copy next to the academic services, within a maximum of 3 working days after the posting of the classifications.
- 3- The documents referred to in the previous number, must be made available to the applicant student by the academic services within a maximum of 3 working days from the receipt of the corresponding request.
- 4 - Upon receipt of the documentation referred to in the previous number, the student must submit, in writing and within a period of 3 working days, the reasons for the appeal, by means of a duly substantiated request and addressed to the Course Director.
- 5- The decision on each appeal shall be made by a jury appointed by the Course Director, composed of two teachers and by the Coordinator of the Scientific Area of the respective course unit, who shall preside.
- 6- Upon hearing the lecturer of the course unit on whose classification the appeal is based, the jury will assess and decide, within 3 working days from the date of receipt of the appeal by the Course Director, on the grounds invoked.
- 7- The final result of the appeal will be object of public disclosure through the complete publication of the record containing the deliberation of the jury.
- 8- The final decision of the jury cannot be appealed.
- 9- Complaints and appeals that are not substantiated and / or delivered after the stipulated deadlines will be rejected.

Article nº 20

Assessment for grade improvement

- 1- The grade improvement assessments are carried out on the dates set for the appeal season and relate to the competences of each course unit referring to the curricular year / semester in which they take place.
- 2- Upon completion of the respective course syllabus, any student may require grade improvement in the following two semesters.
- 3- For each course unit only an improvement of grade may be required.
- 4- After performing a grade improvement assessment, the student will have as final classification the best of the results obtained.
- 5- The final assessment for grade improvement will be required within the deadline defined by the Academic Services.
- 6- Grade improvement is not allowed to course units in which the evaluation involves public tests.

Article nº 21

Final Evaluation Season

1- In each academic year, the following final evaluation seasons are defined to each course unit:

- a) normal season;
- b) appeal season;
- c) special season.

2 - The time of appeal can take place immediately after the normal time or in time reserved for that purpose in the School Calendar.

3 - In addition to the periods specified in number one of this article, there may be, for holders of special frequency regimes, a special season, without prejudice to the legal provisions on the subject.

4- The special seasons shall be defined annually by order of the Director of IPAM - Lisboa.

Article nº 22

Student's Identification

1- Each student must identify himself / herself in a correct and legible way in any evaluation element that he / she has made.

2- The identification of the student is made by reference to the student card, identity card or document with similar identification effectiveness.

3 - The written tests must be initialed by a teacher who makes vigilance in the room where the final evaluation takes place.

4- Failure to comply with the stipulated in number one results in the ineffectiveness of the evaluation element, equivalent to disapproval.

Article nº 23

Classification of Learning Evaluation

1- Classification of the learning evaluation is understood as the assignment of a grade resulting from the verification of the student's competences, expressed in a scale of zero to twenty values.

2- The classification of the evaluation tools is a responsibility of the teachers of the respective course units and is its exclusive responsibility.

3- All classifications are expressed in a scale of 0 (zero) to 20 (twenty) values, except for any other scale that may be adopted in the future by application of the Law.

4- The intermediate classification of the continuous or periodic evaluation tests shall be published, rounded up, to the next higher or lower decimal, according to whether the excess is equal/greater than or less than five hundredths.

5- The final classification of the course unit, which is expressed per unit, is obtained, when necessary, by rounding to the next higher or lower unit, depending on whether the excess is

equal/greater than or less than five tenths.

6- Students who have obtained a weighted final average of at least 10 (ten) values are approved in a course unit.

Article nº 24

Quotes

The distribution of the quotations applied in each evaluation element must be known at the beginning of the evaluation.

Article nº 25

Disclosure of classifications

1- The classifications of the evaluation tools are made available by the responsible teacher, so that each of the students can take notice of them, preserving the rules of the General Data Protection Regulation.

2- The assignment of the classification to the course unit of dissertation, professional project or professional stage is preceded by a decision on the approval or disapproval of the candidate.

3- The disclosure of the final classifications only assumes official character when made through the Academic Services.

Article nº 26

Querying evaluation elements

1- Within the scope of the Continuous and Periodic Evaluation Regimes, when requested by the student and after the release of the evaluation elements' classifications, each student will have access to their own evaluation element, as well as to the classification criteria, under the form of a discussion session, with the day and hour booked by the teacher, to be held within 5 working days from the date of the posting of the classifications.

2- Within the scope of the Final Evaluation Regimes (normal, appeal, and special seasons), when requested by the student and after the release of the evaluation elements' classifications, each student will have access to their own evaluation element, as well as to the classification criteria, under the form of a discussion session, with the day and hour booked by the teacher, to be held within 2 working days from the date of the posting of the classifications.

Article nº 27

Final Classification

1 - The final classification of the bachelor's and master's degree is the arithmetic mean weighted, by the respective weight in credits, of the classifications obtained in each of the course units of the study plan.

2- The result of the operation defined in the previous paragraph is calculated to the unit, obtained, when necessary, by rounding, to the next higher or lower unit, as the excess is equal/greater than or less than five tenths.

3- The final classification of the degree, as determined in previous paragraphs, is also included in the European scale of comparability of classifications, according to the provisions of articles 18, 19, 20 and 21 of Law-Decree nº 42/2005, of February 22nd, and it is the responsibility of IPAM – Lisboa's Director of to approve this classification.

Article nº 28

Titration

1 - The Bachelor's and Master's degrees are titled, respectively, by the diploma of Bachelor's degree and Master's degree, emitted by the Director of IPAM - Lisboa, complemented by the emission of the diploma's supplement.

2- The emission of certificates of degree completion is carried out within a maximum period of 30 days after application by the interested party.

Article nº 29

Elements that must be included in the Diploma and Diploma Supplement

The elements that must be included in Diplomas and Diploma Supplements are described in the Administrative Rule Nº 30/2008, of January 10th.

Article nº 30

Special Attendance Regimes

1- Students with the following statutes are considered to be covered by special attendance regimes:

- a) Associative leader students;
- b) High competition athletes;
- c) Student athlete;
- d) Military;
- e) Pregnancy;
- f) Students who are mothers or fathers;
- g) Disabled person;
- h) Student worker;
- i) Student under exchange programs.

2- The special regimes indicated in the previous number will be object of own regulation.

Article nº 31

Academic Calendar and Schedules

1- The academic calendar is fixed annually by the Director of IPAM - Lisboa before the beginning of the school year's activities, after consulting the Pedagogical Council.

2- The schedules of the course units from the academic year that the student attends, and those of the course units held in arrears, are not necessarily compatible due to logistical constraints of time and teaching management.

Article nº 32

Recognition, validation and certification of competences

The process of recognition, validation and certification of competencies and respective process shall be defined in its own regulations.

Article nº 33

Fees

- 1- The fees established for the bachelors and masters degrees are annually defined by the Management Council of IPAM - Lisboa.
- 2- Students who leave the course or fail to pay the tuition fees within the statutory deadlines, must apply for cancellation of their enrollment in the respective degree.
- 3- To re-enter the degree, students must apply for re-entry.

CHAPTER II

FIRST CYCLE COURSES

Article nº 34

Bachelor's Degree

The Bachelor Degree is granted to those who obtain approval in 180 credits, along six curricular semesters, as established in n.º 1 of article 8, Decree-Law nº 74/2006, of March 24th.

Article nº 35

Bachelor's Degree - Access Conditions

Access and entry into the course leading to Bachelor's degree are determined by their own diplomas and regulations.

Article nº 36

Internship

- 1- The evaluation regimes of students who are in a probationary situation are subject to their own rules, reflected annually in the respective Course Plan, as well as in the Regulation of Curricular and Extracurricular Internships of IPAM Lisboa.
- 2- For the purposes of degree completion, this course may operate in the first or second semester.
- 3- The final classification of this course may be subject to appeal, which will be processed according to the provisions of numbers 2 to 9 of Article 19, assuming compliance with IPAM Lisboa's annual table of fees.

CHAPTER III SECOND CYCLE COURSES

Article nº 37 Master's Degree

The master's degree is awarded to those who obtain approval in a total of 120 credits, along four curricular semesters, as established in paragraph 1 of article 18 of Decree-Law nº 74/2006, of March 24th.

Article nº 38 Master's Degree - Access Conditions

1- May apply for a master's degree:

- a) the holders of a Bachelor's degree or legal equivalent;
- b) the holders of a foreign higher academic degree awarded following a first cycle of studies and organized in accordance with the principles of the Bologna Process by a State adhering to this Process;
- c) holders of a foreign higher academic degree that is recognized as meeting the goals of the Bachelor's degree by the Technical-Scientific Council of IPAM - Lisboa;
- d) the holders of a school, scientific or professional curriculum, which is recognized as attesting capacity to carry out this cycle of studies by the Technical-Scientific Council of IPAM - Lisboa.

2 - The academic and curricular conditions, the application rules, the process of defining and publicizing the vacancies and the application deadlines and other operation conditions of the master's degree courses, will be determined by a resolution of the Technical-Scientific Council, after hearing the Director of IPAM - Lisboa and the Course Directors.

3- The student who finishes an undergraduate degree at IPAM - Lisboa is not subject to *numerus clausus* for enrollment in the second cycle.

Article nº 39 Precedence Regime

The Project Design course is precedent of Dissertation, Professional Project or Professional Internship.

Article nº 40 Enrollment of first cycle students in second cycle courses

1- The student enrolled in the first cycle may enroll in second cycle courses, as long as he/she complies with the provisions of article 6 or 7, depending on the enrollment regime.

2- The second cycle courses to which the student obtains approval are credited upon completion of the first cycle and enrollment in the second cycle of studies.

3 - The provisions of the previous paragraph shall not apply to the course of Dissertation, Professional Project, or Professional Internship – second cycle course.

Article nº 41

Master's Dissertation, Professional Project or Professional Internship

- 1- The standards referring to the Dissertation, Professional Project or Professional Internship will be reflected in the Plan of the Course that will be annually approved by the Technical and Scientific Council of IPAM Lisboa.
- 2- The presentation and distribution of topics for Dissertation, Professional Project or Professional Internship, is made by the Course Director to the students, according to a schedule to be defined in the specific rules of the different Masters courses.
- 3- The student may present topics for the Dissertation, Professional Project or Professional Internship, subject to appreciation and validation by the Course Director.
- 4- The preparation of the Dissertation, Professional Project or Professional Internship are supervised by a doctoral or specialist professor from IPAM Lisboa.
- 5- The rules and specific times for the discussion of the Dissertation, Professional Project or Professional Internship are defined by the Director of IPAM Lisboa, after consulting the Technical-Scientific and Pedagogical coordination bodies.
- 6- The delivery of the Dissertation, Professional Project or Professional Internship is accompanied by the opinion of the supervisor and, when applicable, of the co-supervisor, occurs until the date or period set for this purpose by the Course Director.
- 7- The Dissertation, Professional Project or Professional Internship, object of positive opinion, will be presented at the Technical-Scientific council for the nomination of the members of the jury and book of public exams.
- 8- The agenda of the public examinations, as well as the nominated members of the jury, shall be of public knowledge.
- 9- The public exam of the Dissertation, Professional Project or Professional Internship must have between 30 and 60 minutes, which includes the presentation of the work by the candidate and the debate.
- 10- The Dissertation, Professional Project or Professional Internship object of a negative opinion, must be reviewed and re-submitted for consideration.
- 11- The student who has not obtained approval or has not met the deadlines referred to in the previous numbers, shall, for the purpose of concluding the course, re-enroll in the following school year.

Article nº 42

Nomination, constitution and functioning of the master's jury

- 1- The master's jury is nominated by the Technical-Scientific Council, which may delegate this competence in the Master's Direction.
- 2- The Course Director presents the jury proposal, which must be submitted up to 15 days before the beginning of the Dissertation, Professional Project or Professional Internship defense period.
- 3- The jury consists of three to five elements, which include:
 - a) the Course Director, who chairs;
 - b) a PhD or specialist in the corresponding area, national or foreign, of merit recognized by the Technical and Scientific Council of IPAM - Lisboa, and, whenever possible, external to the institution;
 - c) the adviser and, where applicable, the co-supervisor;
 - d) possibly other PhDs or experts in the area of specialization, national or foreign, of merit and recognized by the Technical and Scientific Council of IPAM - Lisboa.
- 4- The Course Director may delegate the presidency of the jury in a PhD from IPAM - Lisboa, professor or researcher, preferably belonging to the Technical-Scientific Council.
- 5- The deliberations of the jury shall be taken by a majority of the members of the jury, by means of a justified vote, and no abstention shall be permitted.
- 6- In case of draw, the chairman of the jury shall have a casting vote.
- 7- Records of the jury meetings are drawn up, which include the votes of each member and the respective grounds, which may be common to all or to some members of the jury.
- 8- The decision of the jury will not be appealed, unless it is defended by a procedural defect.

CHAPTER IV

FINAL PROVISIONS

Article nº 43

Interpretation doubts and omissions

All doubts of interpretation or cases not covered by this regulation will be solved by an order of the Management Council, under a reasoned proposal of the Director of IPAM - Lisboa, and the general provisions contained in the Statutes of IPAM - Portuguese Institute of Marketing Administration of Lisboa.

Article nº 44

Regulation Review

This Regulation shall be supervised by the Technical-Scientific Council and may be reviewed after one academic year following its implementation.

Article nº 45
Implementation

This Regulation, as amended, will be implemented in the 2020/2021 Academic Year.

IPAM Lisboa's Director

Leandro Miguel Martins Mendes