



**COURSE REGULATION  
FOR  
BACHELORS AND MASTERS**



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## **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, following the recent improvement of Higher Education sector in Portugal through the Bologna Process. It also reproduces 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.

The changes in legislation arising from the Bologna Process have required the adoption of new regulations which would incorporate the principles to the creation of a European Higher Education area and which would implement the regimes included in Decree-Law n<sup>o</sup> 42/2005 of February 22<sup>nd</sup>, Decree-Law n<sup>o</sup> 74/2006, of March 24<sup>th</sup>, Law 62/2007 of September 10<sup>th</sup>, and Decree-Law 107/2008 of June 25<sup>th</sup>.

The reality created by the implementation of the Bologna Process, as well as the experience accumulated over the course of 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 i) and l) from Article 16 and item f) from Article 24 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.

## **Article nº 1**

### **Scope**

- 1- This Regulation governs the regime applicable to the degree and master's degree courses taught by IPAM - Lisboa.
- 2 - This Regulation is applicable to all students who attend, at IPAM - Lisboa, the grades identified in the previous paragraph.
- 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 phase in which the classes take place.
- f) "*First cycle*" - course leading to the degree of bachelor.
- g) "*Second cycle*" - course leading to the degree of master.

#### **Article nº 4**

##### **Bachelor's Degree**

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

#### **Article nº 5**

##### **Master's Degree**

The master's degree is awarded to those who obtain approval in a total of 120 credits, with the normal duration of four curricular semesters, in the terms established in paragraph 1 of article 18 of Decree-Law nº 74/2006, of March 24<sup>th</sup>.

#### **Article nº 6**

##### **Study Plan**

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

## **Article nº 7**

### **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 22<sup>nd</sup>.
- 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 8**

### **Access conditions to Bachelor's Degree**

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

## **Article nº 9**

### **Access conditions to Master's Degree**

- 1- Can apply for 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 conditions of operation 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 a course of first cycle of degree of IPAM - Lisboa is not subject to *numerus clausus* for enrollment in the second cycle.

## **Article nº 10**

### **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 ninety (90) curricular credits / ECTS units - European credit transfer system.

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 11**

### **Part Time Enrollment**

1- A "part-time student" is considered to be the student enrolled in a course of the IPAM - Lisboa leading to a formal academic degree of this regulation that, at the time of enrollment, selects this regime, enrolling in a number of course units which correspond to a maximum of 50% of curricular nature ECTS of the Study Cycle in which it is registered, without prejudice to numbers 1 and 2 of Article number 10 of this Regulation.

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 12**

### **Enrollment of first cycle students in course units of the second cycle**

- 1- The student enrolled in the first cycle may enroll in course units of the second cycle, as long as he complies with the provisions of article 10 or 11 depending on the enrollment regime.
- 2- The course units of the second cycle to which the student obtains approval are credited after the conclusion of the first cycle and consequent enrollment in the second cycle of studies.
- 3 - The provisions of the previous paragraph shall not apply to the course units of dissertation, professional project, or professional internship integrated in the syllabus of the second cycle.

## **Article nº 13**

### **Enrollment in course units**

- 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.

## **Article nº 14**

### **Prescription Regime**

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

## **Article nº 15**

### **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
- c) 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.

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 final evaluation.



## Article nº 16

### 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 typification, 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 17

### Evaluation Typology

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

- a) continuous evaluation;
- b) periodic evaluation;
- c) final evaluation.

## Article nº 18

### 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**.

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**.

## Article nº 19

### 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 20

### 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:

- summative written tests;
- individual, written, oral or experimental work;
- group work, written, oral or experimental;
- portfolios;
- practical problems;
- tasks;

- observation of attitudes and behavior;
- final evaluation;
- report on an internship or professional internship;
- professional project work;
- dissertation.

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

3 - Classifications resulting from the application of the tools referred to in paragraph 1 shall always be made public.

## **Article nº 21**

### **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- In the periodic assessment regime, the minimum required attendance is a maximum of 50%, and it is the responsibility of the Course Director to approve this limit by proposal of each course unit's lecturer(s), by the beginning of each semester.

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

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

## **Article nº 22**

### **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.

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 7 (seven) values in any of the mandatory evaluation elements in the continuous or periodic regimes of evaluation, is automatically integrated in the final evaluation regime.

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 23**

### **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.

3- Will be admitted in the final evaluation, in the course units in which they are enrolled, students who have not been successful in the continuous or periodic assessment and have 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 39 may also be evaluated by Final Evaluation Regime.

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, 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- It will be mandatory to carry out a supplementary test for all students whose classification has been negative, but not less than 8 (eight) values, within a maximum period of 2 working days.
- 9- The oral supplementary tests are public and are carried out before a jury of at least two professors from IPAM Lisboa. The professor of that particular course unit will be a part of the jury.
- 10- For the purposes of points 8 and 9 the final grade to be awarded is the arithmetic mean obtained between the final assessment and the supplementary test.
- 11- All students admitted to final evaluation who have not obtained approval or who did not attend the final evaluation in the normal season will have access to the time of appeal of any course unit.

## **Article nº 24**

### **Final Evaluation Appeal**

- 1- The classifications of the final evaluation 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 25**

### **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- The grade improvement is not allowed to course units in which the evaluation involves public tests.

## **Article nº 26**

### **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.
- 2- In the normal season there may be a call for finishing the continuous or periodic evaluation and one for final evaluation.
- 3- At the time of appeal there will only be room for a call.
- 4 - The time of appeal can take place immediately after the normal time or in time reserved for that purpose in the School Calendar.
5. In addition to the periods referred to in number two of this article, in exceptional cases, a special time may occur, without prejudice to the legal provisions on the matter.
- 6- The special seasons shall be defined annually by order of the Director of IPAM - Lisboa.

## **Article nº 27**

### **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 28**

### **Precedence Regime**

The course unit Project Design is precedent of Dissertation, Professional project or Professional Stage.

## **Article nº 29**

### **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 tests is the 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 final grade of at least ten values are approved in a course unit.

## **Article nº 30**

### **Quotes**

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

## **Article nº 31**

### **Disclosure of classifications**

- 1- The classifications of the evaluation tests are made available by the responsible teacher, so that each of the students can take notice of them.
- 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.

## **Article nº 32**

### **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, 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 33**

### **Internship**

The evaluation regimes of students who are in a probationary situation are subject to their own rules, reflected annually in the respective Course Unit Plan, as well as in the Regulation of Curricular and Extracurricular Internships of IPAM Lisboa.



## **Article nº 34**

### **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 Unit that will be annually approved by the Technical and Scientific Council of IPAM Lisboa.

## **Article nº 35**

### **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 30 days before the end of the last semester of the course.

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.

## **Article nº 36**

### **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 22<sup>nd</sup>, and it is the responsibility of IPAM – Lisboa's Director of to approve this classification.

## **Article nº 37**

### **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 elaborated under the terms and for the effects of the Law-Decree Nº 42/2005 of February 22<sup>nd</sup>.

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 38**

### **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 Administrative Rule Nº 30/2008, of January 10<sup>th</sup>.

## **Article nº 39**

### **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) military;
- d) pregnancy;
- e) students who are mothers or fathers;
- f) disabled person;
- g) student worker;
- h) student under exchange programs.

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

## **Article nº 40**

### **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 41**

### **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 42**

### **Fees**

1- The amount of the fees of the courses of 1<sup>st</sup> and 2<sup>nd</sup> cycle are annually established by the Management Council of IPAM - Lisboa.

## **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, shall be implemented in the 2018/2019 Academic Year.