

# INTRODUCTION TO BUSINESS MANAGEMENT

## **Grado en Computación e Inteligencia Artificial / Bachelor in Computer Science and Artificial Intelligence BCSAI SEP-2025 IBM-N-CSAI.1.M.A**

Area Computer Science

Number of sessions: 30

Academic year: 25-26

Degree course: FIRST

Number of credits: 6.0

Semester: 1º

Category: COMPULSORY

Language: English

Professor: **JORGE DINARES GARCIA**

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### **JORGE DINARES GARCIA**

Jorge Dinarés holds a degree in Computer Science from the Polytechnic University of Madrid and an Executive MBA from IE Business School. He has also completed various training programs, notably the "High-Performance Leadership Program" at IMD and the Board of Directors Program conducted by Spencer & Stuart and Deloitte.

He has primarily developed his teaching career at IE Business School, collaborating for fifteen years in the field of Strategy, particularly within Senior Management Programs.

Jorge Dinarés boasts over 30 years of leadership experience in the Information Technology sector, with notable positions including:

- Oracle, where he contributed to the founding of Oracle Ibérica in 1986 and remained until 1995.
- BMC Software, serving as General Manager for Spain and Portugal, then advancing to international roles such as Vice President of EMEA Professional Services, Vice President for the Southern Europe Region, and Global Vice President for Emerging Markets.
- Panda Security, where he held the position of CEO.
- Micro Focus, serving as President for EMEA (Europe, Middle East, and Africa) and Latin America for twelve years, and most recently as Worldwide GTM Transformation Leader for the past two years.
- Currently, he is IT and Cyber-security Industry Expert at One to One Corporate Finance and sits on the Advisory Board of several technology companies.

Jorge Dinarés, born in Olesa de Montserrat (Barcelona), initiated his professional journey in Spain and has occupied roles with global or international significance over the past two decades.

### **Office Hours**

Office hours will be on request. Please contact at:

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## SUBJECT DESCRIPTION

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This course provides a foundational understanding of business management tailored for students in Computer Science and Artificial Intelligence. It integrates classical management principles with the dynamics of the digital and AI-driven economy, enabling students to comprehend and design business models and strategies in a technological context.

All this is structured in the following modules:

- Module 1: Foundations of Business (Sessions 1-2)
  - Evolution of business models: from the Pre-industrial era to the Digital Economy
  - Types of economic systems and market structures
  - Public vs private enterprises
- Module 2: Strategic Thinking and Tools (Sessions 3-10)
  - Business strategy fundamentals.
  - Core strategy frameworks: SWOT, PESTEL, Porter's Five Forces
  - Designing and iterating business models using Lean Startup and Business Model Canvas
  - Innovation and differentiation through Blue Ocean Strategy and AI
  - Presentation and evaluation of student-designed business models (Groupwork 1)
  - Half term exam
- Module 3: Organizational Design, Leadership and Governance (Sessions 11-15)
  - Corporate Governance. The role of the Board.
  - Strategy Implementation, Strategic Direction & the 7-S Model
  - Organizational structures
  - Culture, ethics, and responsible AI
  - Leadership, Motivation, and Decision-Making
- Module 4: Functional Areas of Business (Sessions 16-22)
  - Key business functions: Marketing, Sales, Finance, Legal, HR, and R&D
  - Functional alignment with strategy and organizational design
  - ERP, data analytics, and AI applications in business functions
- Module 5: Digital Transformation and Globalization (Sessions 23-26)
  - Crafting a complete business plan for investors and stakeholders
  - Scaling Tech Businesses
  - Platform models, SaaS economics, and subscription-based business models
  - Strategies for international expansion and scalability
- Final Wap-up (Sessions 27-30)
  - Masterclass: How AI creates competitive advantage in industry
  - Groupwork 2: Presentation of a complete Business Plan by student groups
    - Includes pitching, peer reviews, and feedback sessions
  - Program wrap-up, course closure and final exam

## LEARNING OBJECTIVES

The main objectives for this course are:

- Understand foundational principles of management and the role of businesses in modern economies.
- Analyze and design business models using traditional and modern frameworks.
- Recognize how AI and digital technologies influence strategy, decision-making, and organizational structure.
- Assess internal and external business environments using tools like SWOT, PESTEL, and Porter's Five Forces.
- Understand functional areas of the firm and how they interconnect.
- Apply concepts through practical projects and real-world case studies.

## TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	Weighting	Estimated time a student should dedicate to prepare for and participate in
Lectures	23.3 %	35.0 hours
Discussions	10.0 %	15.0 hours
Exercises in class, Asynchronous sessions, Field Work	16.7 %	25.0 hours
Group work	16.7 %	25.0 hours
Individual studying	33.3 %	50.0 hours
TOTAL	100.0 %	150.0 hours

## AI POLICY

In today's world, generative artificial intelligence (GenAI) is changing how we work, study and, in general, how we get things done. However, in the context of this course, the use of GenAI is not permitted, unless it is otherwise stated by the instructor. The use of GenAI tools would jeopardize the students' ability to acquire fundamental knowledge or skills of this course.

If a student is found to have used AI-generated content for any form of assessment, it will be considered academic misconduct, and the student might fail the respective assignment or the course.

## PROGRAM

### SESSION 1 (LIVE IN-PERSON)

**Course Introduction + History of Business**

Objectives: Introduce course objectives, expectations, and evaluation methods. Provide a historical overview of business evolution from ancient trade to the digital economy.

Topics:

- Course overview and methodology
- Key business eras:
  - Pre-industrial,
  - Industrial Revolution,
  - Management Revolution,
  - Digital Age
- The role of business in society over time

*Article: 3,000 Years of Business History in Two Minutes (Bain & Company)*

*Book Chapters: Geoff Man (2019): In the Long Run We Are All Dead: Keynesianism, Political Economy, and Revolution (IE Library)*

*Book Chapters: Paul Samuelson and William Nordhaus: "Economics" McGraw-Hill (IE Library)*

## **SESSION 2 (LIVE IN-PERSON)**

### **Market Structures + Public vs Private Enterprises**

Objectives: Analyze different market structures and ownership models.

Topics:

- Market structures: perfect competition, monopoly, oligopoly
- Public vs Private companies: efficiency and innovation
- Public-Private Partnerships and collaborations

*Book Chapters: Samuelson, Paul A., and William D. Nordhaus (1998): Microeconomics. Boston: Irwin/McGraw-Hill (IE Library)*

*Practical Case: The Robin Hood Army (HBS 119007-PDF-ENG)*

*Article: "Public vs. Private Sector: Key Differences" (Investopedia overview)*

## **SESSION 3 (LIVE IN-PERSON)**

### **Strategy Basics: What is Strategy?**

**Objectives:** Introduce strategic thinking and the role of strategy in business success.

Topics:

- What is business strategy: definitions and types
- Competitive advantage and strategic positioning
- Corporate, business, and functional strategies

*Technical note & tutorials: Industry Evolution (STR020221-U-ENG-VID)*

*Technical note & tutorials: Disruptive Change (STR020236-U-ENG-VID)*

*Technical note & tutorials: What is Strategy? (STR020210-U-ENG-VID)*

*Technical note & tutorials: Strategy Archetypes (STR020235-U-ENG-VID)*

## **SESSION 4 (LIVE IN-PERSON)**

### **SWOT, PESTEL, and Porter's Five Forces**

Objectives: Learn strategic analysis frameworks for diagnosing businesses.

Topics

- SWOT-Analysis: strengths, weaknesses, opportunities, threats
- PESTEL: macroeconomic and environmental analysis
- Porter's Five Forces: Industry competition, power of suppliers/buyers, threats of substitutes and new entrants

*Article: Are Your Company's Strengths Really Weaknesses? (HBS H05413-PDF-ENG)*

*Article: How to use Porter's 5 Forces model (Smart Insights, 29 Oct, 2021)*

*Article: Scanning the Environment: PESTEL Analysis (B2U, September 18, 2016)*

*Article: SWOT Analysis How to Develop a Strategy For Success (Mind Tools)*

## **SESSION 5 (LIVE IN-PERSON)**

### **Blue Ocean Strategy + AI and Strategic Advantage**

Objectives: Introduce innovation-driven strategy and the role of AI in strategic positioning.

Topics:

- Blue Ocean Strategy: Value innovation, eliminate-reduce-raise-create grid
- Red ocean vs. blue ocean markets
- AI for strategic decision-making and data-driven advantage

*Book Chapters: W. Chan Kim & Renée Mauborgne – Blue Ocean Strategy, selected chapters*

*Article: "AI-Powered Strategy: How Companies Use Machine Learning to Compete" (HBR Session)*

## **SESSION 6 (LIVE IN-PERSON)**

### **Business Model Canvas + Lean Startup**

Objectives: Understand how to design and iterate business models.

Topics:

- Components of the Business Model Canvas
- Lean Startup methodology and MVPs
- Iteration and pivoting in startups
- Strategyzer – Business Model Canvas Explained
- Eric Ries – The Lean Startup (Selected chapters)
- Dropbox MVP Case Study

## **SESSION 7 (LIVE IN-PERSON)**

### **Value Chain & Business Process Mapping**

Objectives: Understand internal operations and how businesses create value.

Topics:

- Porter's Value Chain: Primary and support activities
- Identifying cost drivers and sources of differentiation
- Business Process Modelling & Re-engineering

*Article: The Straightforward Guide to Value Chain Analysis (HubSpot's)*

*Multimedia Material: Porter's Value Chain: How to Create Value in Your Organization (Youtube)*

*Multimedia Material: Porter, Michael E., "Competitive Advantage". 1985, Ch. 1, pp 11-15. The Free Press. New York. (IE Library)*

## **SESSION 8 (LIVE IN-PERSON)**

### **Product Life Cycle, BCG Matrix & Growth Strategies**

Objectives: Learn how to analyze products and business units using life cycle and portfolio planning frameworks.

Topics:

- The Product Life Cycle: introduction, growth, maturity, decline phases
- BCG Growth-Share Matrix: Stars, Cash Cows, Question Marks, Dogs
- Growth strategies: market penetration, product development, diversification

*Article: What Is the Growth Share Matrix? (BCG)*

*Technical note & tutorials: Life Cycle (STR020214-U-ENG-VID)*

*Technical note & tutorials: Economies of Scale: The Basic Logic (STR020217-U-ENG-VID)*

## **SESSION 9 (LIVE IN-PERSON)**

### **Groupwork Presentations – Business Model (Groupwork 1)**

Objectives: Present and defend a business model proposal developed in groups.

Topics:

- Team presentations of Business Model Canvas
- Peer and instructor feedback
- Reflection on business modeling process

## **SESSION 10 (LIVE IN-PERSON)**

### **Half Term Exam**

## **SESSION 11 (LIVE IN-PERSON)**

### **Governance, Board, and CEO Roles**

Objectives: Understand the fundamentals of corporate governance, the roles of the Board and CEO, and how their relationship influences strategic direction and accountability.

Topics:

- Corporate Governance fundamentals
- Responsibilities of the Board of Directors
- Relationship between CEO, Board, and shareholders

*Working Paper: The governance divide Boards and investors in a shifting world (Governance Insights Center; PwC's 2017 Annual Corporate Directors Survey)*

HBR – Role of Boards in Startups (optional short reading)

## **SESSION 12 (LIVE IN-PERSON)**

### **Strategy Implementation, Strategic Direction & the 7-S Model**

Objectives: Understand how to translate strategy into action by aligning purpose, leadership, systems, and structure.

Topics:

- Strategic direction: defining purpose, vision, values, and goals

- McKinsey 7-S Framework: aligning structure, systems, skills, style, staff, strategy, and shared values
- Strategic management and decision-making in dynamic environments

*Article: The Balanced Scorecard: Measures That Drive Performance (HBS R0507Q-PDF-ENG)*

- Article: The 7-S Framework: A Tool for Strategy Execution (McKinsey Quarterly)
- SmartSheet: Definitive Guide to Business Decision-Making

## **SESSION 13 (LIVE IN-PERSON)**

### **Introduction to Organizational Structures**

Objectives: Understand how organizations are structured to align strategy and execution.

Topics:

- Functional, divisional, and matrix structures
- Team-based and networked organizations
- Advantages and challenges of each model

*Technical note: "Note on Organizational Structure" (HBS 491083-PDF-ENG)*

## **SESSION 14 (LIVE IN-PERSON)**

### **Ethics, Culture, and Responsible AI**

Objectives: Explore cultural and ethical responsibilities in global and tech-intensive environments.

Topics:

- Organizational culture and cultural dimension models (Hofstede)
- Ethics in management and leadership
- Responsible AI: bias, transparency, accountability

*Article: The 6-D model of national culture (GEERT HOFSTEDE)*

*Article: Models of Intercultural Communication: Identities, Styles of Acculturation, and Premises for Enjoying the Company of One Another—Empirical Data From the Public Sector in Norway (SAGE Open April-June 2015: 1 –13) (ced)*

Article: "Responsible AI: Principles for AI Development" (World Economic Forum)

## **SESSION 15 (LIVE IN-PERSON)**

### **Leadership, Motivation, and Decision-Making**

Objectives: Examine the human side of management and effective leadership.

Topics:

- Leadership styles and effectiveness
- Motivation theories: Maslow, Herzberg, McClelland
- Rational vs. intuitive decision-making

*Article: The Coherence Premium (HBS R1006F-PDF-ENG)*

*Practical Case: Irizar in 2005 (HBS 706424-PDF-ENG)*

## **SESSION 16 (LIVE IN-PERSON)**

### **Marketing: Digital Channels & Data**

Objectives: Understand modern marketing practices and how digital tools transform engagement.

Topics:

- The role of marketing in value creation
- Digital marketing: SEO, content, email, social media
- Customer segmentation, targeting, and personalization

*Book Chapters: Philip Kotler. "Marketing 4.0: Moving from Traditional to Digital" John Wiley & Sons, 2016. (IE Library)*

*Other / Complementary Documentation: American Marketing Association website*

Article: "The Future of Marketing is Personalization" (Forbes)

## **SESSION 17 (LIVE IN-PERSON)**

### **Sales: Funnels, CRM, and KPIs**

Objectives: Explore the sales process and how to manage it effectively using technology.

Topics:

- B2B vs B2C sales strategies
- Sales funnel stages and key performance indicators
- CRM systems and sales automation

Case Study: Salesforce and the Evolution of CRM

Article: "Sales Metrics That Matter" (HubSpot)

## **SESSION 18 (LIVE IN-PERSON)**

### **R&D: Innovation Processes in Tech**

Objectives: Highlight how businesses manage research and development. Topics:

- Stages of innovation: ideation, prototyping, testing
- Open innovation and collaboration
- Tech trends driving R&D in AI and software

*Book Chapters: Hoffmann, Max. Smart agents for the Industry 4. 0: enabling machine learning in industrial production. Wiesbaden: Springer Vieweg, 2019. (IE Library)*

Reading:

Article: "How Companies Accelerate Innovation" (Harvard Business Review)

Kelley, Tom, and Jonathan Littman. The art of innovation: lessons in creativity from IDEO, America's leading design firm. London: Profile Books, 2016.

## **SESSION 19 (LIVE IN-PERSON)**

### **Finance: Basics, Budgeting, and Profitability**

Objectives: Introduce financial decision-making within organizations.

Topics:

- Income statements, balance sheets, and cash flow basics
- Budgeting methods and variance analysis
- Profitability metrics and break-even analysis

*Book Chapters: Abascal, Eduardo, and Xabier Aguirreamalloa. Finance for managers. London: McGraw-Hill Education, 2012. (IE Library)*

## **SESSION 20 (LIVE IN-PERSON)**

### **HR: People Analytics & Talent Strategy**

Objectives: Understand the evolving role of HR in talent development and analytics.

Topics:

- Recruitment, onboarding, and retention
- Employee experience and performance evaluation
- HR analytics and predictive modeling

*Article: Is HR the Most Analytics-Driven Function? (HBS H04WQI-PDF-ENG)*

*Practical Case: Two Brothers, Two Methods: "Happiness Index" vs. "Data & Analytics" (HBS SCM102-PDF-ENG)*

*Book Chapters: Fournier, Camille. The manager's path: A guide for tech leaders navigating growth and change. Sebastopol, CA: O'Reilly Media, 2017. (IE Library)*

## **SESSION 21 (LIVE IN-PERSON)**

### **Legal Aspects: IP, Data, Compliance**

Objectives: Examine the legal and regulatory issues affecting businesses, especially in tech.

Topics:

- Intellectual property: patents, trademarks, copyright
- Data protection and privacy (GDPR)
- Compliance and risk management

*Practical Case: Axiom - Law Redefined: Innovation in Legal Services (HBS IN1127-PDF-ENG)*

*Technical note: Can You Patent Your Business Model? (HBS F00401-PDF-ENG)*

*Book Chapters: Dutfield, G., & Suthersanen, U. (2015). Global intellectual property law. Cheltenham, UK: Edward Elgar. (IE Library)*

## **SESSION 22 (LIVE IN-PERSON)**

### **IT & MIS: Enabling Business with Tech**

Objectives: Understand the strategic role of information systems in business management.

Topics:

- Management Information Systems (MIS): structure and goals
- IT as a business enabler: automation, integration, and analytics
- Digital infrastructure and transformation

*Book Chapters: Laudon, and Mary E. Brabston. Management Information Systems: Managing the Digital Firm. Toronto: Prentice Hall, 2005. (IE Library)*

*Multimedia Material: Information Technology Industry Council website (ITIC)*

## **SESSION 23 (LIVE IN-PERSON)**

### **Scaling Businesses (SaaS, Product-Market Fit)**

Objectives: Understand how startups and tech firms manage rapid growth.

Topics:

- Growth vs. scaling: definitions and strategies
- SaaS unit economics and customer lifecycle

- Achieving product-market fit

Article: "Growth vs. Scaling – What's the Difference?" (TechCrunch)

Book Excerpt: Lean Analytics (Chapters on Metrics That Matter)

## **SESSION 24 (LIVE IN-PERSON)**

### **Platforms, Subscriptions, and the Gig Economy**

Objectives: Explore new business models and how technology facilitates decentralized economic participation.

Topics:

- Subscription models and SaaS
- The gig economy: flexibility, scalability, and challenges

Case Study: Uber, Airbnb, or Spotify business model comparison

Reading:

Deloitte – The Rise of the Platform Economy

Article: "Services Are Eating Software" (Forbes)

## **SESSION 25 (LIVE IN-PERSON)**

### **Internationalization & Global Strategy**

Objectives: Analyze how businesses scale globally and tailor their strategy for international markets.

Topics:

- Strategic options: exporting, franchising, joint ventures, subsidiaries
- Risk and complexity of global expansion
- Entry modes and competitive positioning abroad

*Technical note & tutorials: Internationalization Strategies (STR020233-U-ENG-VID)*

Article: "When Asset Light Is Right" (BCG)

## **SESSION 26 (LIVE IN-PERSON)**

### **Business Plan & Pitching Skills Workshop**

Objectives: Understand how to structure a compelling business plan and effectively communicate it through a professional investor pitch.

Topics:

- Key components of a business plan: opportunity, execution, financials, and risk
- Common formats: executive summary, full plan, and pitch deck
- Structure and delivery of a persuasive pitch (11-slide model, storytelling, call to action)

Activity:

- Workshop: Students work in teams to refine and practice their 2-minute elevator pitch or key slides
- In-class mini-pitch practice with peer feedback

*Multimedia Material: Create an Effective Presentation (HBS)*

Article: "10 Slide Pitch Deck Template" (Sequoia Capital)

Video: Guy Kawasaki on The Art of the Pitch (YouTube)

## **SESSION 27 (LIVE IN-PERSON)**

### **Master class: How technology and AI creates competitive advantage in industry**

Objectives: Students will learn from an executive of an important company how they use technology and AI to generate competitive advantage

## **SESSION 28 (LIVE IN-PERSON)**

### **Course Wrap-Up**

## **SESSION 29 (LIVE IN-PERSON)**

### **Groupwork Presentations – Business Plan (Groupwork 2)**

*Multimedia Material: Create an Effective Presentation (HBS)*

## **SESSION 30 (LIVE IN-PERSON)**

### **Final Exam**

## **EVALUATION CRITERIA**

Your final grade in the course will be based on both individual and group work of different characteristics that will be weighted in the following way:

### **A. CLASS PARTICIPATION**

Before each session, the students are expected to read the materials and the case assigned for the day; the readings are compulsory and they will be part of your evaluations. Participation is a critical element in this course; to participate effectively, it is necessary to have read carefully and formed a sound opinion about the main issues raised in the case and reading materials.

Three main criteria will be used in reaching a judgment about your class participation:

- Depth and Quality of Contribution: The most important dimension of participation concerns what it is that you are saying. A high-quality comment reveals the depth of insight, rigorous use of case evidence, consistency of argument, and realism
- Moving Your Peers' Understanding Forward: Great ideas can be lost through a poor presentation. A high-quality presentation of ideas must consider the relevance and timing of comments and the flow and content of the ensuing class discussion. It demands comments that are concise and clear, and that are conveyed with a spirit of involvement in the discussion at hand.
- Frequency: Frequency refers to the attainment of a threshold quantity of contributions that is sufficient for making a reliable assessment of comment quality. The logic is simple: if contributions are too few, one cannot reliably assess the quality of your remarks. However, once threshold quantity has been achieved, simply increasing the number of times you talk does not automatically improve your evaluation. Beyond the threshold, it is the quality of your comments that must improve. In particular, one must be especially careful that in claiming more than a fair share of "airtime", quality is not sacrificed for quantity. Finally, your attempts at participation should not be such that the instructor has to "go looking for you". You should be attempting to get into the debate on a regular basis.

Expect cold calling. If you are not comfortable speaking in class for personal or cultural reasons, it is your responsibility to discuss this with the professor privately at the very beginning of the course (first week of class). You should be prepared for every session.

## B. GROUP ASSIGNMENTS

Each group is expected to complete a project and present it in class and hand in it a written form. The project will give you the opportunity to reflect on what you have learned in class and apply it to some practical problems. More details of the project will be provided at the start of the course.

Furthermore, there will be additional group work throughout the course and further exercises that will be part of the group assignments grade.

## C. FINAL EXAM

The exam will comprise essay questions and semi-structured questions to understand your level of study, including the use of tools and frameworks taught in class, as well as your personal elaboration and critical thinking on the topics under discussion.

A minimum score of 40% (40 points) will be required in this exam in order to pass the course, regardless of performance in other assessment components.

More information on the evaluation criteria will be provided during our first session.

criteria	percentage	Learning Objectives	Comments
Class Participation	20 %		
Group Assignments	30 %		
Final Exam	50 %		

## RE-SIT / RE-TAKE POLICY

Each student has four chances to pass any given course distributed over two consecutive academic years: ordinary call exams and extraordinary call exams (re-sits) in June/July.

Students who do not comply with the **80% attendance rule** during the semester will fail both calls for this Academic Year (ordinary and extraordinary) and have to re-take the course (i.e., re-enroll) in the next Academic Year.

Evaluation criteria:

- Students failing the course in the ordinary call (during the semester) will have to re-sit the exam in June / July (except those not complying with the attendance rule, who will not have that opportunity and must directly re-enroll in the course on the next Academic Year).
- The extraordinary call exams in June / July (re-sits) require your physical presence at the campus you are enrolled in (Segovia or Madrid). There is no possibility to change the date, location or format of any exam, under any circumstances. Dates and location of the June / July re-sit exams will be posted in advance. Please take this into consideration when planning your summer.
- The June / July re-sit exam will consist of a comprehensive exam. Your final grade for the course will depend on the performance in this exam only; continuous evaluation over the semester will not be taken into consideration. Students will have to achieve the minimum passing grade of 5 and can obtain a maximum grade of 8.0 (out of 10.0) – i.e., “notable” in the re-sit exam.
- Retakers: Students who failed the subject on a previous Academic Year and are now re-enrolled as re-takers in a course will be needed to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria

for them as retakers in the course during that semester (ordinary call of that Academic Year).  
The maximum grade that may be obtained in the retake exam (3rd call) is 10.0.

After ordinary and extraordinary call exams are graded by the professor, you will have a possibility to attend a review session for that exam and course grade. Please be available to attend the session in order to clarify any concerns you might have regarding your exam. Your professor will inform you about the time and place of the review session. Any grade appeals require that the student attended the review session prior to appealing.

Students failing more than 18 ECTS credits in the academic year after the June-July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.

In case you decide to skip the opportunity to re-sit for an exam during the June / July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker and pay the corresponding extra cost. As you know, students have a total of four allowed calls to pass a given subject or course, in order to remain in the program.

## **BEHAVIOR RULES**

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

## **ATTENDANCE POLICY**

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

## **ETHICAL POLICY**

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.