

MBA in International Business

STUDENT MANUAL

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ANNEX 1: EXAM GUIDELINES AND POLICY ON RESCHEDULING EXAMS

MBA PROGRAMME DESCRIPTION

1. OBJECT OF THE MBA PROGRAMME AND LEARNING OUTCOMES

The programme provides general corporate management training from an international perspective. It is designed to give each participant a comprehensive understanding of current issues in international management and the ability to apply managerial concepts and techniques in practical situations. It also dedicates considerable attention to developing interpersonal skills.

The official language of instruction is English.

2. ADMISSION REQUIREMENTS

The MBA programme is aimed at graduates in all subjects, from all countries in the world.

The ideal MBA candidate should meet the following intake standards:

- excellent education (university degree level)
- fluent English (written and spoken)
- at least three years of work experience or significant life achievements
- interest and motivation in Personal Development
- leadership potential

3. ADMISSIONS BOARD

The decision concerning the admission of a potential candidate is made by the Admissions Board. The members of the Admissions Board are the Programme Director and the Admissions Officer. The board may include representatives of sponsoring companies/institutions.

4. PROGRAMME STAFF

The MBA Programme staff is composed by the Academic Director, the Programme Director and the Programme Manager.

The Academic Director is in charge of the quality, strategy and management of the programme with the assistance of the Programme Manager. The Programme Director takes responsibility over specific parts of the programme and /or complements the activities of the Academic Director.

5. ACADEMIC YEAR

The MBA academic year begins in the last days of September and ends in September of the following year. The calendar of activities is defined at the beginning of the academic year.

6. PROGRAMME CURRICULUM AND CREDITS

The MBA programme is worth 60 ECTS credits as defined by the European Credit Transfer System. One credit consists of 25 hours of workload. Workload includes lecture hours and all other learning activities (group and individual work, preparation time for readings and assessments).

The MBA curriculum consists of several building blocks:

- Fundamentals: 8 credits
- Business Management: 16.5 credits
- International Business: 8 credits
- Business Innovation: 11 credits
- Leadership Dynamics and Accountability: 4.5 credits
- Elective courses: 7.5 credits
- Final Dissertation: 4.5 credits

Each main area is made of several courses, all of them compulsory (see curriculum attached for a detailed list of courses).

Elective activities are also part of the curriculum and include elective courses and international study tours.

Participants can also earn the necessary credits during an international exchange programme. In this case, they must agree in advance the curriculum of the courses to be taken with the Programme Direction.

Information about each course is given to participants through the course syllabus and the course workplan, stating the course contents, the intended learning outcomes, the assessment criteria, and detailing the activities to be undertaken.

Table 6.1: MBA Curriculum

BUILDING BLOCKS	COURSES	CREDITS
FUNDAMENTALS	Finance	2
	Accounting	2
	Data Analytics	2
	Financial Mathematics	2
BUSINESS MANAGEMENT	Management Control	2
	Digital Transformation of the Organization	2.5
	Marketing Research	2
	Corporate Finance (includes Firm Valuation)	3
	Strategic Management (includes Management Consulting)	3
	Operations & Supply Chain Management	2
	ESG Investments, reporting and KPIs	2
INTERNATIONAL BUSINESS	Global Marketing Management	3
	International Business Context	2
	International Business Operations	1.5
	Geopolitical Scenarios	1.5
BUSINESS INNOVATION	New Product and Service Development	3
	Business Planning for New Venture Start-ups	3
	Creativity at Work	1
	Open Innovation	1
	Machine Learning for Business Analytics	3

ELECTIVE COURSES	Financial Derivatives	1.5
	Enterprise Risk Management	2.5
	Strategies in Insurance	1
	Developing a Global Mindset	1
	Big Data Management	2
	Risk Management in Banking	1.5
	Agile Strategy	1.5
	Digital Marketing	1.5
	Reinsurance	1
	Crypto Economics	1.5
LEADERSHIP DYNAMICS AND ACCOUNTABILITY TRACK	Leadership Dynamics and Accountability	4.5
FINAL THESIS		4.5
TOTAL CREDITS		60

Minimum credits required: 60/ Maximum credits available: 67,5 (in case the participant attends all the courses offered)

7. CALENDAR

Lecture sessions are scheduled from Monday to Friday. As a rule, there are no courses offered on Saturday or Sunday although, when necessary, special events or field trips may be scheduled for Saturday.

Participants are provided with the Programme Calendar through the e-learning platform, which will be consistently updated.

8. COURSE GRADING AND GRADING SYSTEM

Participants are periodically assessed and are required to complete assigned projects during each course. Assessments can be open or closed book and may include case studies, problem solving, true-false, multiple choice, short answer and conceptual essays.

Assessments are conducted by a course lecturer or an authorised designated commission. During the assessments, participants must demonstrate a respectful attitude towards the work, the instructor's competence and the School.

Participants are asked to submit assignments in line with the School's template and are responsible for the grammatical accuracy and for orthography.

Only participants who are in line with the payment of their MBA will be allowed to sit an assessment.

Test results will be communicated within 15 working days after the date of the exam.

All courses are graded on the traditional "A to F" basis, according to table 8.1. The grades "A" to "D" represent passing grades. "F" is a failing grade.

Table 8.1: Grading System

MARK (letters)	GRADE (/10)	DESCRIPTION
A+	10	Superior/Excellent
A	9.5	
A-	9	
B+	8.5	Good/Better than Average
B	8	
B-	7.5	
C+	7	Adequate/Average
C	6.5	
C-	6	
D+	5.5	Low Pass
D	5	
F		Failure

Course grading is also based on class participation according to the following levels:

A	HIGH PERFORMANCE / STRONG WORK	→ Arrives to the lecture fully prepared with complete and on-time assignments.
		→ Participates actively in discussions, exercises or simulations.
		→ Contributes with relevant questions.
		→ Brings up observations that reflect the understanding of the assigned readings.
		→ Demonstrates excellent listening skills, shows interest in instructors or other participants' remarks.
		→ Comments appropriately on personal experience and opinion.
		→ Introduces positive input to the course.
B	GOOD PERFORMANCE	→ Prepares assignments on time, demonstrates good preparation.
		→ Participates in class discussions giving feedback and sharing information.
		→ Demonstrates good listening skills.
		→ Shows respect to instructors and class participants.

C	FAIR PERFORMANCE / NEEDS DEVELOPMENT	<ul style="list-style-type: none"> → Prepares most assignments on time, demonstrates adequate preparation. → Offers input but frequently reiterative or irrelevant. → Shows some difficulty to elaborate information. → Participates in class discussions only when solicited.
D	POOR PERFORMANCE / UNSATISFACTORY	<ul style="list-style-type: none"> → Fails to complete assignments on time and reflects poor understanding. → Does not attend class regularly. → Offers occasional input, even when solicited, shows lack of interest. → Does not share information. → Shows disruptive behaviour towards the class.

Faculty is strongly encouraged to implement the following grade distribution:

A: 40% of the class

B: 50% of the class

C+D+F: 10% of the class

The aim of this target distribution is to guarantee that the grading system is consistent and fair across courses. The above grade distribution is approximate, some deviation may occur depending on the class level and heterogeneity.

Participants have the right to an impartial and transparent grading system, coherent with the programme, its educational objectives and how it is structured.

In order to ensure that all examination papers and other assessments are accurately marked and that marking is fair, valid, reliable and consistent, the School has a double marking policy:

- first Marker (Course supervisor) marks all scripts
- a sample of scripts are selected for double marking
- second marker (appointed by the Programme Director) marks the sample scripts
- where significant disagreements are identified, first and second markers meet to discuss these disagreements and define the final result
- the School communicates the assessment results to participants

The result of the assessment must refer exclusively to the knowledge and understanding of the subject examined by the participant, as well as his/her capacity to develop and apply ideas in the researched context.

Any participant who fails to pass a General Management course or Leadership Dynamics will be allowed to re-sit the assessment once. If the participant passes the re-sit s/he will be awarded a 'D' grade. Any participant who fails the re-sit will be deemed to have failed the course. Participants who fail a General Management course or Leadership Dynamics must attend the course again in the next academic year. For elective courses, participants who fail to pass the course assessment will be required to take an additional elective course in order to recover the missing credits.

Each participant must attend all examinations on scheduled dates. S/he is allowed to obtain a rescheduling of the examination/assessment only in case of documented evidence of exceptional, unforeseeable, short-

term circumstances such as serious illness, which can prevent him/her from attending the assessment (see section 16 for further details).

If the participant does not attend the assessment and does not produce that documented evidence, s/he will automatically fail the examination and must re sit it (highest possible grade of re sit: D).

Consequences of late, incomplete or non-submission of work

Participants must give themselves as much time as possible to complete each assignment, so they can complete it to the best of their abilities without rushing or worrying about incurring late submission penalties. Avoid completing an assignment at the last minute/hour/day in case unexpected problems occur.

Late submission of any course work/ assignment/report or of the final project (including submission of title, topic, index, bibliography) will automatically lead to a penalty being applied as follows:

- Up to one-week late submission: a deduction of one mark level (from A to F) from the actual mark achieved by the participant
- Up to two weeks' late submission: a deduction of two-mark levels (from A to F) from the actual mark achieved by the participant
- Up to three weeks' late submission: A deduction of three-mark levels (from A to F) from the actual mark achieved by the participant.

Any piece of work submitted 21 or more days after the expiry of the deadline will be assigned a mark of zero and deemed to be a non-submission.

In case of late submission of the final project, the presentation to the Board of Examiners and the conferral of the Master degree will be postponed to a date to be determined.

Each participant may appeal to the MBA Director if s/he is dissatisfied with a grade and may ask for a revision of it. The final decision is communicated in a written form and will not be re-discussed.

9. QUALITY EVALUATION FORM

Participants are requested to assess each course by completing an evaluation form within three working days following the last session of each course and before the exam. They will receive their marks for a given course only after they have completed the course evaluation.

The School guarantees that the forms remain anonymous. Participants fill in the evaluation forms before they receive the final course grade and lecturers receive a summary of their evaluation after they have submitted the final grades. The School will ensure that the results of participant feedback are communicated effectively and that any action deemed relevant is carried out to improve the level of service offered.

10. WRITTEN THESIS AND FINAL GRADING

MBA participants are required to submit a written thesis, to be discussed in front of an Examination Commission composed of three members: a discussant and two other MBA faculty members.

The written thesis will be given a grade from A to F. In case of negative evaluation, the MBA candidate is allowed to resubmit another thesis.

The final MBA evaluation or Grade Point Average (GPA) is the weighted average of all the grades obtained in the MBA courses and in the written thesis. The GPA is expressed as a number from 1 to 10 with 10 being the maximum mark.

The Masters Programme reserves the right to apply a final corrective factor of up to +/- 0.25 to a participant's GPA, based on the extent to which they have demonstrated leadership and accountability qualities.

Participants who distinguish themselves may be awarded two possible degree recognitions:

- MBA with Honours, based on their academic achievements
- MBA with High Honours, based on their academic achievements as well as demonstrated leadership and accountability qualities

Demonstrated Leadership & Accountability qualities refer to a participant's ability to positively influence their MBA programme through their actions.

11. DISMISSAL FROM THE PROGRAMME

Prior to dismissal the participant will receive a written warning from the Programme Director.

Participants are dismissed from the programme for the following reasons:

- failure to reach a positive grade in one General Management course or the Leadership Dynamics course
- negative evaluation of the written dissertation
- behaviour that is inappropriate to that of an MBA candidate and/or impacts negatively on the learning experience of the MBA cohort
- failure to respect the payment schedule for programme fees

Programme dismissal is also possible in the case of serious violations of correct behavioural standards. Any dismissal decision will be made by the Faculty Committee. Dismissed participants do not have the right to reimbursement of paid fees.

Following dismissal, a participant may ask to attend classes and all other teaching activities as an observer. In the case of dismissal, participants may appeal to the School's Dean against the decision.

12. DIPLOMA SUPPLEMENT AND OFFICIAL TRANSCRIPT

The School provides each Graduate with a Diploma Supplement containing complete information on the programme attended: a list of courses, credits and grades obtained, other activities or mentions, as well as the title of the final thesis, the grade of the final dissertation, the final evaluation and any degree recognitions.

Participants may ask the School at any time to issue an official transcript for the courses attended and the credits obtained so far.

13. PROGRAMME WITHDRAWAL

Programme withdrawal for whatever reason, will not result in the right to reimbursement of paid fees and in case of an awarded scholarship, no amount will be paid out.

14. MBA DEGREE WITHDRAWAL

In the case of unworthy behavior of an MBA Alumnus, the School has the right to withdraw their MBA diploma. The decision is made by the Faculty Committee. In the case of withdrawal, an MBA Alumnus may appeal to the School's Dean against the decision.

ACADEMIC POLICIES AND STANDARDS

15. GENERAL PRINCIPLES

MIB Trieste School of Management ensures its students the proper conditions to promote personal development within their field of study and recognises students' rights of participation, free expression and cultural autonomy.

The School's educational objective is to transmit knowledge and information for personal and professional growth, integrating the students' experience to the dynamic working environment.

MIB Students have recognised rights without distinction of sex, religion, political opinion or personal and social conditions.

16. ATTENDANCE TO TEACHING ACTIVITIES

Class attendance (either in person or online) is compulsory and is registered in the attendance sheet. The MBA diploma requires every candidate to have participated in a minimum of 70% of the total course hours.

Full compliance with the timetable is required; the Programme Manager checks participants' presence at regular intervals. Delays and early exits increase participants' hours of absence. Please note that repeated late arrivals may lead to sanctions by the Programme Director.

Full-time and part-time distance participants are required to attend all courses with video cameras on and the ability to interact with functioning microphones.

Absence to courses, conferences or events identified as compulsory is allowed only in case of *force majeure* and if documented evidence (e.g. a medical certificate) is provided to the Programme Manager no later than 24 hours after the missed class, conference or event. *Force majeure* is defined as unforeseeable circumstances that prevent the participant from attending the compulsory course, conference or event (e.g., accident, illness, death in the family, etc.). Please note that events like weddings or travel are not usually considered as force majeure.

Attending non-obligatory events organised by the School is strongly encouraged and is taken into account in the final MBA evaluation.

17. CORRECT ACADEMIC BEHAVIOUR

While at School, participants' behaviour should reflect the professional approach expected at a graduate business school of international standing.

Adequate dress standards should be maintained while on School premises. During official visits or other formal events, it is strongly advised to dress in accordance with business standards. On these occasions a personal name badge must also be worn.

Cell phones, laptop computers and other electronic devices must be switched off during classes unless their use is explicitly authorised by the lecturer.

Respectful conduct implies that participants do not eat and that only water bottles are allowed for use during classes.

Inappropriate behaviour will result in an official written warning. Failure to comply further may result in disciplinary action.

18. PRIVACY PROTECTION AND COPYRIGHT

The School's teaching material is copyright protected and must not be shared or published without proper authorisation. A participant's individual and group project work as well as their final dissertation are also protected.

19. PLAGIARISM AND CHEATING

The School views any form of academic dishonesty as unacceptable behaviour subject to disciplinary action.

Plagiarism is using other people's words, thoughts or ideas as one's own without providing the sources used.

MIB Trieste School of Management adopts Turnitin's OriginalityCheck software which helps instructors check participants' assignments for improper citation and/or potential plagiarism by comparing it against the world's most accurate text comparison database.

Faculty Committee can use Turnitin reports to consider whether a claim of academic misconduct should be brought against a participant.

Cheating includes giving or receiving unauthorized help before, during, or after the examinations and using resources (internet, books or notes) when an instructor has explicitly stated that the use of such resources is not permitted.

The use of Artificial Intelligence systems, such as ChatGPT, for drafting papers subject to evaluation, is allowed but it must be explicitly indicated. If the use of AI systems is not quoted by the participant, but detected by the School, it will be considered as cheating.

Participants must authenticate each individual or group Project work, assignment and document he/she produces by signing the following statement: "The assignment is the participant's own work and has not been submitted for any other course. All sources of reference are acknowledged in full."

Plagiarism and cheating are considered severe violations of correct behavioural standards. Any type of plagiarism or cheating will be severely punished. If cheating occurs during examinations, the participant will be automatically given an 'F' mark and further disciplinary steps will be discussed by the Faculty Committee. The penalty for plagiarism and cheating may include exclusion from the programme.

ANNEX 1

EXAM GUIDELINES AND POLICY ON RESCHEDULING EXAMS

Lecturers can determine both the type of exam and the specific materials allowed into the exam, including documents and books.

1. Exams will be taken using Microsoft Forms. Any exceptions will be communicated in advance by the programme manager.
2. Log in to Microsoft Teams with your MIB account.
3. Click on the specific session link in the email sent by the Program Manager.
4. Once the exam starts, the link to the exam will be posted in the Teams chat.
5. The session will be recorded for any subsequent checks required.
6. If you are requested to draw a graph or to show a calculation process, you can do so on paper. Each sheet of paper must be handwritten and signed. At the end of the exam, scan or photograph any graph or calculation and upload it to Microsoft Forms.

Participants are strictly forbidden from exchanging materials, such as papers, calculators, dictionaries or teaching materials during the exam. Communication among participants is not allowed.

Disturbance to the exam environment, attempts at cheating, or disrespect towards the exam regulations may result in expulsion from the exam room.

For those attending the exam in person:

Participants can leave the room only if they hand in their exam before leaving. They will not be readmitted to the exam room afterwards.

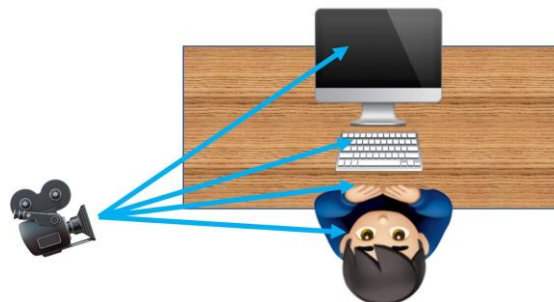
Cellphones must be switched off before entering the exam room and placed on the lecturer's desk.

For those attending the exam virtually:

Participants can leave the exam only if they send in their exam before leaving. They will not be readmitted to the exam room afterwards.

Participants are strictly forbidden from exchanging materials, such as papers, calculators, dictionaries or teaching materials during the exam. Communication among participants is not allowed.

You are required to use an external webcam to connect to the computer (see picture below). The camera must be mobile to allow for a 360-degree view of the exam room. In addition, all participants must have their microphones on during the whole duration of the exam.



1. To select the external webcam in the Teams session, first “Choose your audio and video settings”, then go to the “Customised Setup”. Select “Video Settings” from the drop-down menu and choose your external webcam. Please remember to remove any background filters.
2. You can only use your mobile phone as an external webcam if you do not have an external webcam or do not have the possibility to borrow it from the School.
3. In this case, download and install Microsoft Teams from the Google Play Store, or your respective App Store. Open and log in to Microsoft Teams on both your computer and on your phone, before accessing the Microsoft Forms link. Place the phone on a support to show the desk, your hands, face and the contents of your monitor at the same time. Turn the speaker volume down on your phone and turn on the video and microphone in Teams. Now connect to the Microsoft Forms link sent by the Program Manager on both your phone and computer.