



The Master's Degree in
Sustainability Transition for Organisations
& Resilience Management

Student Handbook

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The world is your oyster when studying for the STORM Master's in the Sustainability Transition for Organisations and Resilience Management!

You can study across the SEA-EU alliance universities, learning the ropes of sustainable management influenced by life in cities on the Adriatic, the Mediterranean, the Norwegian and the Baltic Seas, as well as on the Atlantic Ocean.



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This handbook will be available on the SEA-EU web page as well as on our Moodle page and other common online platforms. Printed versions will also be given to students.





Disclaimer:

To avoid this document becoming out of date, links to other documents containing more detailed information on each subject will be included. Contact your local administrative coordinator to ask for any more information about any of the points talked about in the handbook and they will be happy to advise you.

Foreword

Dear students,

This handbook aims to provide you with detailed information on regulations regarding the Joint Master Programme in the Sustainability Transition for Organisations and Resilience Management (STORM), coordinated by the University of Brest (France - UBO) and delivered by the SEA-EU partners: the University of Malta (Malta - UM); the University of Cadiz (Spain - UCA); the University of Split (Croatia - UNIST); the University of Gdansk (Poland - UG); and Nord University (Norway - NORD).

The aim of this Handbook is to help you, as a student interested in STORM, from the moment you apply for admission to the degree until the moment you obtain your diploma. For this purpose, this document outlines the major objectives and course structure of the programme, as well as the current regulations with respect to the different courses, the internship, and/or the Master's dissertation.

This document will be an appendix to the contract signed by the student and the consortium of partner universities of "STORM".

We wish you every success in your studies! Have a joyful and fruitful university life!

Main coordinator of the STORM Team!

STORM welcomes You!

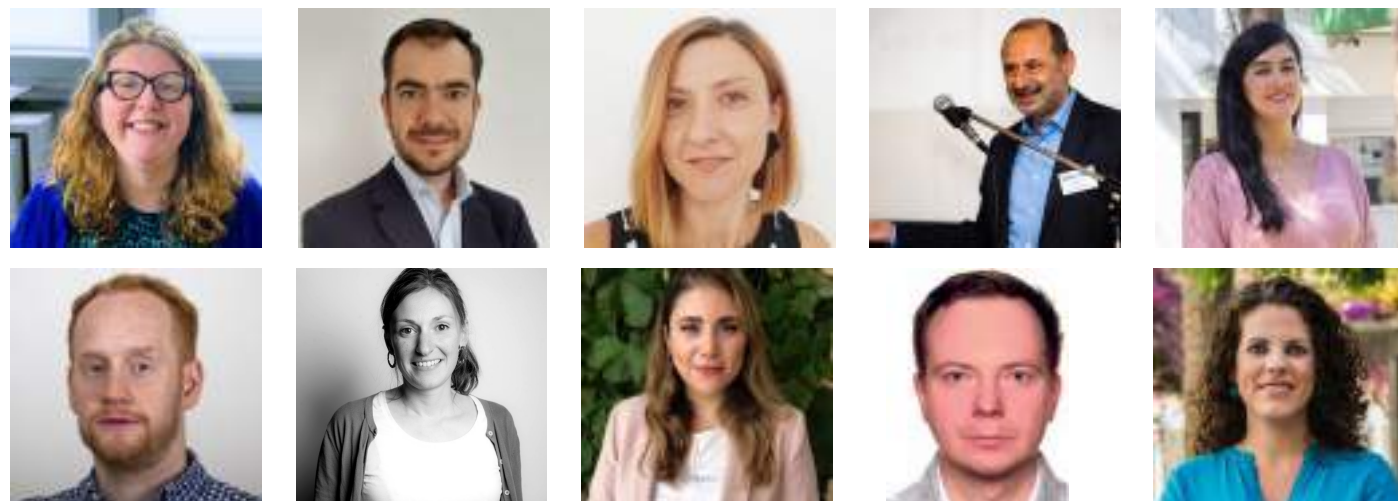
A warm welcome to actual and potential students, at a time when being warm is not so cool.

Our Alliance of nine European universities, known as the European University of the Seas (SEA-EU), has been steadily building a corpus of knowledge, assessment methods, internship opportunities and learning objectives to craft a new master's degree that addresses the challenges of the moment: **How do we build organisations that are action-orientated and add value for all stakeholders whilst respecting planetary boundaries?**

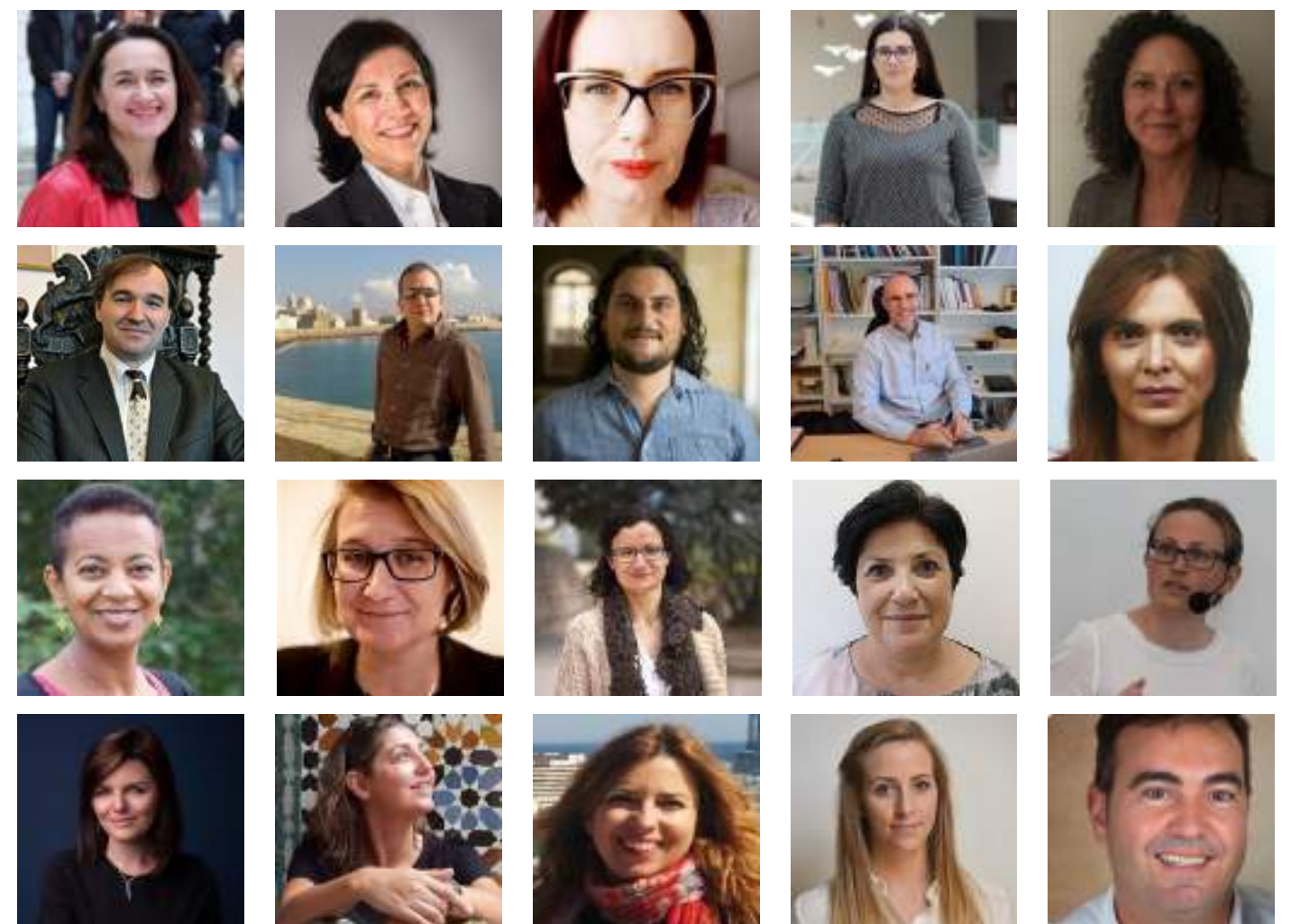
STORM welcomes you to an exciting journey that allows you to benefit from the collective wisdom and experience of various European universities.

This master's degree in Sustainability Transition for Organisation and Resilience Management is tailor-made to help nurture and develop 'The Sailor-manager mindset': a master's graduate who is savvy enough to manage, smart enough to sense and follow opportunity, brave and inspiring enough to lead with an ecological vision, and skilled enough to quickly fit in and understand various organisational departments.

We promise you a journey that you will not forget; one where, by the time you finish our programme, you may hardly recognise yourself. You will relish the transformation.



Meet the team





Discover University of Brest



Université de Bretagne Occidentale

Brest is Best!

Or so say many of Brest's inhabitants convinced they are living the #BrestLife. People talk about life being "à l'aise Breizh" - or easygoing in Brittany. Brest may not be the prettiest city, but the surroundings are truly breathtaking. Whether the sea is stormy or calm, the views of the coastline are incredible

The weather here is less reliable - but, reliably, it changes around 4 times per day, giving you a taste of each and every season, no matter the time of year!

French gastronomy is known worldwide, and Bretons are experts at crêpes and buttery biscuits, caramels and other treats. If you like seafood, the oysters and mussels are some of the best and freshest in the world.



Here in the Finistère region, we are, depending on how you see it, either at the "end of the world" - the literal translation of finistère - or, if you take the Breton name Penn ar Bed - the "Head of the world".



The Faculty

The IAE or Institute of Business Administration (IAE de Brest) is situated on the main campus. What it lacks in design (yes, it was built in the seventies), it makes up for in heart. It is a small but perfectly formed faculty, with around 500 students and 20 full-time Lecturers.

Our students value the personalised approach and the proximity with the lecturing staff. We have partners in local, regional and national companies and organisations and our students have a great reputation for being some of the best management students in France.

That is what allows us to be part of the national "IAE" network of public management schools.



How to get here?

Brest has one airport (BES), but you can also get to the city from Paris (4 airports: Charles de Gaulle - CDG, Beauvais-Tilleby - BVA, Orly - ORY, and Vatry - XCR) by train. You can get around the city by bus or tram.



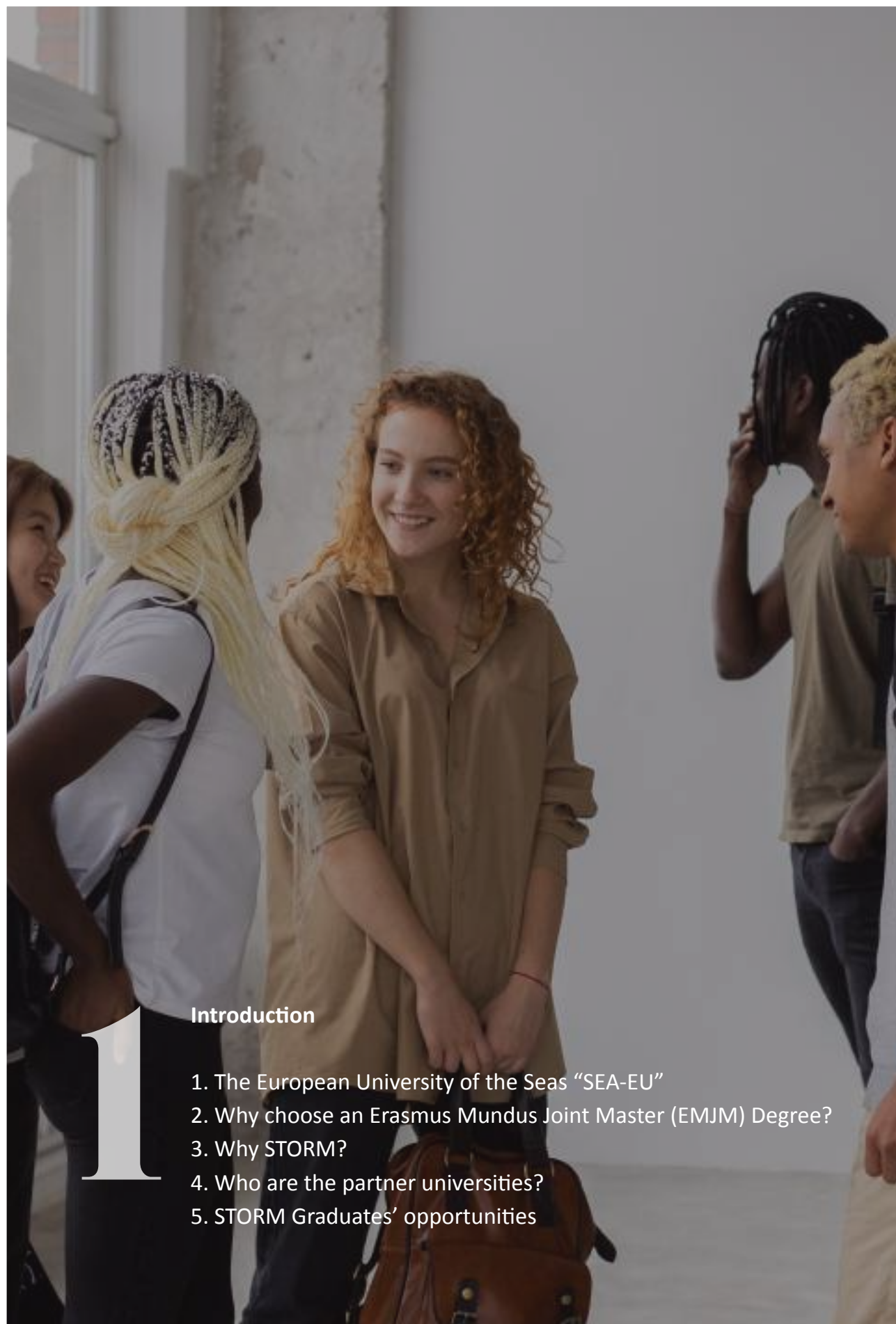
Stunning white beaches, rocky coastlines and charming Breton towns await you.



Immerse yourself in the heart of Brittany, where locals are fiercely proud of their Celtic heritage. Experience the electrifying energy of traditional Breton festivals, feast on fresh seafood, and make lifelong friends with the warm and welcoming locals. And don't forget to keep an eye out for the iconic Breton flag – it's everywhere!

The Petit Minou lighthouse is one of the symbols of the city. Fantastic place for weekend hiking and admiring the most beautiful sunsets.





1 Introduction

1. The European University of the Seas “SEA-EU”
2. Why choose an Erasmus Mundus Joint Master (EMJM) Degree?
3. Why STORM?
4. Who are the partner universities?
5. STORM Graduates’ opportunities



The European University of the Seas “SEA-EU”

The vision of the European University of the Seas (SEA-EU) is:

“To establish a distinctly international, pluri-ethnic, multilingual and interdisciplinary European University. SEA-EU aims to strengthen the links between teaching, research, innovation and knowledge transfer.”¹

It will encourage excellence in research and teaching to gain more knowledge and a better understanding and management of the marine environment. It will assist in building the human resources and skills necessary to match the needs of the evolving

marine and maritime sectors, now and in the foreseeable future. SEA-EU will provide and improve tools and techniques to measure and anticipate ocean-based and driven impacts, build frameworks for more effective ocean governance as well as empower societies and communities to achieve the Sustainable Development Goals for the oceans.

1. <https://education.ec.europa.eu/sites/default/files/document-library-docs/european-universities-factsheet-sea-eu.pdf>



Why STORM?

At the heart of STORM lies a profound realisation - that the wisdom of the sea holds invaluable lessons for modern management. Just as sailors must navigate the unpredictable forces of wind, waves and weather, today's business leaders face a volatile, uncertain, complex and ambiguous (VUCA) landscape defined by climate change, resource scarcity, and global disruption.

Resilience and Adaptation Out on the open water, survival depends on the ability to quickly sense changing conditions, make nimble adjustments, and maintain equilibrium in the face of adversity. This "sailor mindset" of resilience, adaptability and systemic thinking is precisely what's required to lead organizations through the sustainability challenges of the 21st century.

Sustaibale
Transition for
Organisations &
Resilience
Management

Harmony with Natural Systems The sea also serves as a powerful metaphor for reimagining business-environment relationships. Rather than treating nature as a resource to be extracted and exploited, STORM encourages students to see the natural world as a partner - an interconnected system that must be respected, understood and harmonized with, not dominated.



Navigating Complexity Just as sailors must plot a course through treacherous waters, balancing the competing needs of wind, currents and cargo, STORM students learn to guide their organizations through the multifaceted, multilayered challenges of sustainable development. They develop the ability to facilitate dialogues between diverse stakeholders - from policymakers to local communities - charting a path forward that benefits all.

Experiential, Immersive Learning By situating the program in coastal regions directly impacted by climate change, STORM provides an immersive, experiential learning environment. Students don't just read about sustainability in the abstract - they see it unfolding in real time, experiencing firsthand how businesses, governments and citizens are innovating to build resilience.



STORM Graduates' opportunities



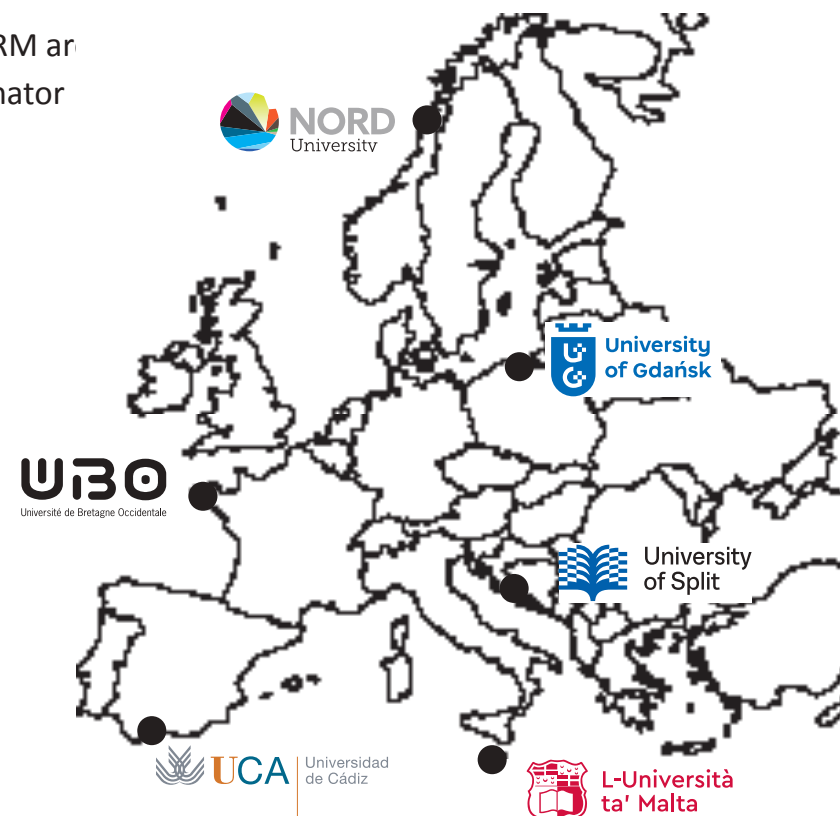
Who are the partner universities?

Six Universities of the SEA-EU Alliance participate in the STORM consortium. These six Universities are part of the European University of the Seas (SEA-EU), one of the 50 European Universities that will become the transnational universities of the future.

The six universities that have co-created STORM are:

- University of Brest (France) - UBO, coordinator
- University of Malta (Malta) - UM
- University of Cadiz (Spain) - UCA
- University of Split (Croatia) - UNIST
- University of Gdansk (Poland) - UG
- Nord University (Norway) - NORD

At every university of the consortium, there is an academic and administrative contact person for STORM, who you can always refer to with questions and concerns.



The range of public and private organisations and activities you could work in is broad: it could include local, national or international enterprises, cooperatives, development planning units, policy-making units (operating at national, regional, municipal or sectoral levels), consulting firms, research organisations, regulatory authorities and non-governmental organisations. Our vision is that managing the transition is not only the job of one individual, expert team or group inside an organisation or company; it must go further than that. So, of course, graduates must have the skills to work in various organisational roles or departments.

As STORM Master's Degree graduates, you will be ready to assume responsible leadership roles - including as decision makers and trend setters - in any of the above spheres. You will develop diplomatic, strategic, intercultural and ethical leadership competences and expertise, both inside and outside this master's programme. You could work in specific organisational departments in more defined roles (depending on their educational and experiential background), but also as sustainability managers: able to collaborate with others inside and outside organisations in a transversal way.

Discover University of Malta



Heart of the Mediterranean Sea

Malta is a small island-state in the middle of the Mediterranean Sea. There are two official languages, Maltese and English, which will certainly help students to find their way in a new country.

Lying at the cross-roads of the Mediterranean, the University of Malta has been, over its 400 year history, the hub for international academic exchange on the island state. UM is the leading higher education institution in Malta and its structures are in line with the Bologna Process and the European Higher Education area.



The University

At UM, we carry out academic research and provide a vibrant higher education setting in the arts, sciences and the humanities as required for Malta's economic, social and cultural development. Our courses are designed to produce highly-qualified professionals in

multiple disciplines. Our alumni community is growing exponentially: well over 3,500 students graduate in various disciplines annually.

We are committed to high standards of research and teaching and every member of staff at UM plays an important role and contributes to an outstanding student experience.

Today UM is composed of fourteen faculties, a number of interdisciplinary institutes and centres, three schools and a junior college. Besides the main campus, situated at Msida, there are three other campuses: Valletta, Marsaxlokk, and in Xewkija, on the island of Gozo.



How to get here?

Malta has very good transport connections and you can get to every corner of the island by bus, and in some cases also by ferry or boat. Malta has one airport: Malta International Airport (MLA).

[Get to know about the UM as it is today!](#)



Maltese architecture boasts the presence of “gallarijas,” characteristic enclosed wooden balconies adorned with vibrant colors.

The Maltese language is the only Semitic language written in Latin script, reflecting the island’s diverse history. The language itself is a fusion of Arabic, Italian, French, and English, mirroring Malta’s rich cultural heritage.



Daily life in Malta revolves around a rich culinary heritage, with dishes like rabbit stew (fenkata), pastizzi (flaky pastry filled with ricotta or mushy peas), and ftira (traditional Maltese bread) being staples of the local diet. Traditional meals are a real feast - both in taste and quantity!



The Mediterranean climate encourages an outdoor lifestyle in Malta. Residents often enjoy outdoor activities such as swimming, diving, and hiking. Almost every weekend in summer, a local festivals (festas) are held here with a beautiful fireworks display. Malta also has a very large expat community.



summerboard study programme

The STORM Programme in brief

Join the STORM Master's programme and embark on an immersive journey to become a sustainable leader. Inspired by the sea, you'll learn to navigate the complex and uncertain business landscape. Our innovative curriculum blends theory and practice, equipping you with the skills to address real-world challenges and drive positive change.

Learning approach

SEA-EU, as an Alliance, is committed to innovation in its pedagogical methods¹. This also applies to the consortium level in STORM.

We want to create a student-centred learning approach, based on research and driven by your curiosity. We know that teaching plays an important role in stimulating your motivation, self-reflection and engagement in your learning process.

This is why, we have given a lot of thought as to the modes of delivery, to the class size, to the place of e-learning. This is not only to make these classes interesting and varied for all concerned, but,

most importantly, the modes and pedagogy chosen by each lecturing team has been chosen to allow us to accompany you to reach the Intended Learning Outcomes (ILOs) associated with each syllabus.

Our goal is not to have a top-down approach, but to leave adequate time for you to come up with innovative solutions to problems through discussion and debate. This will include the analysis of complex real-world case studies.

It is only by doing this that the trade-offs associated with each possible solution to a particular problem can be looked into - before the "best" solution can be found.

1. <https://education.ec.europa.eu/sites/default/files/document-library-docs/european-universities-factsheet-sea-eu.pdf>

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Study programme

1. The STORM Programme in brief
2. Learning approach
3. ECTS, Teaching time vs Self-Study Time
4. Compulsory and Elective Study Units
5. A semester by semester summary
6. General objectives and learning outcomes
7. Curricula
8. Where will I study?
9. Academic Calendars
10. Internships and Research Pathways
11. Choosing the Internship Pathway
12. Job Skills
13. Choosing the Research Pathway
14. Assessment methods
15. Diploma issue
16. Grading system

ECTS, Teaching time vs Self-Study Time

A standard **European Master Programme has 120 credits or ECTS**. Each year you will study for 60 ECTS. Each ECTS is calculated to be around 25 hours of student work, between your classes and your self-study time.

That means each ECTS is composed of:
1 ECTS = 18h student self-study time + 7h teaching time.

Each module of 5 ECTS should have 35 hours teaching time and 90 hours of student self-study time.

There are 2 modules that are 2.5 ECTS, so those should have 17.5 hours teaching time, and 45 hours self-study time included.



In the final semester, if you take the internship track, each week of work is “worth” 1 ECTS.

Hence the 15 ECTS for the training and associated project - the portfolio. The Master’s project is worth the other 15 ECTS and should therefore take you (15*25 hours) 375 hours, or roughly 10 weeks.

For those completing the Research pathway, you will be required to spend (30*25 hours) 750 hours or roughly 20 weeks on your dissertation.

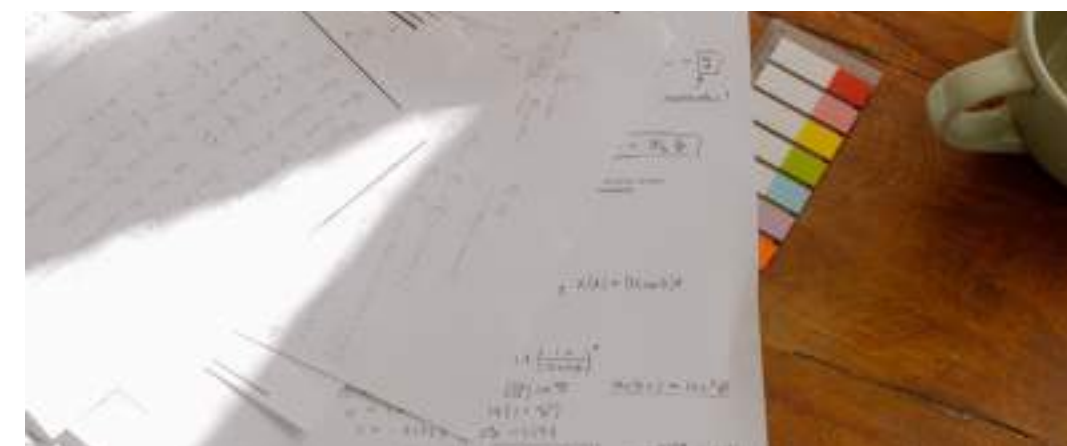
As noted in the ECTS guide of the European Higher Education Area (EHEA): “It should be

recognised that this represents the typical workload and that for individual students the actual time to achieve the learning outcomes will vary.”¹

¹ European Commission, Directorate-General for Education, Youth, Sport and Culture, ECTS users’ guide 2015, Publications Office of the European Union, 2015, <https://data.europa.eu/doi/10.2766/87192>, page 10, Last Accessed on the 18/12/2023

Compulsory and Elective Study Units

All study-units are compulsory to complete the full Master’s degree with a view to ensure cohesion among students taking the programme, and a sound and common theoretical foundation for them to work from thereafter.



A semester by semester summary



Induction week: finding our bearings

During this introductory induction week the host university will also be giving information about the entire programme. During this week you will also get to know each other whilst learning about sustainability - where it comes from, what defines it and will learn how to reconnect to nature - as well as find out why this reconnection is so important for future managers.

Course list:

- **Finding our bearings (5 ECTS)**



Semester 1: Setting the course and setting sail

In the first semester, you will learn to contextualise the future skills that they will develop in order to set the course before setting sail.

With some sound knowledge of economics, human behaviour and political economy, you will learn the contexts within which modern organisations operate. The course on the state of the planet will get students diagnosing the severity of the climactic issues afoot and the positive impact organisations could have, if managed sustainably.

Course list:

- **Economics for Sustainability Managers (5 ECTS)**
- **Human Behaviour (5 ECTS)**
- **State of the Planet (5 ECTS)**
- **Political Economy, with a Focus on Maritime Cities and Regions (5 ECTS)**
- **Stakeholders Management (5 ECTS)**



Semester 2: Changing Tack

Changing tack refers to changing the direction of the sailing boat alongside the wind - nature's driver. In the programme, you will be asked to learn about, and critically analyse how different management functions are performed in contemporary business, and how they can be implemented with a sustainable focus: innovating whilst complying with regulations; using data analysis capabilities to strategise and plan ahead, learning to use the strengths of a diverse workforce to co-create a path forward whilst battling risk and staying resilient.

Course list:

- **Marketing for Sustainable Business Models (5 ECTS)**
- **Data Analytics & Quantitative Analysis (5 ECTS)**
- **Entrepreneurship for Sustainability (2,5 ECTS)**
- **Human Resources Management in the Sustainability Transition (5 ECTS)**
- **Sustainable Finance (5 ECTS)**
- **Governance, Regulation and Compliance (5 ECTS)**
- **Current Issues in Management for Sustainability (2,5 ECTS)**



Semester 3: Land Ahoy

Once you have absorbed the critical elements of management functions, the next step is to get them to devise alternative business practices for achieving more sustainable business outcomes. Using some classical management ideas, you will be provided with knowledge and tools that would enable you to become a better strategic, resilient leader: a critical asset in an ever more tumultuous and uncertain environment. You will learn to manage risk, look at ways to account for their sustainability efforts, engage in effective dialogue with diverse stakeholders and communicate efficiently and effectively to activate collective sustainable action.

Course list:

- **Resilience and Risk Management (5 ECTS)**
- **Sustainability Accounting & Reporting (5 ECTS)**
- **Sustainable Strategic Management (5 ECTS)**
- **Applied Leadership Development (5 ECTS)**
- **Dialogue Methods & Communication (5 ECTS)**
- **Epistemology & Research Skills (5 ECTS)**

Semester 4 Coming Ashore

To complete your journey, students are welcomed ashore; now, they are invited to put what they have learned over the past three semesters into practice.

To do this, you may choose between the internship track or the research track.

In the Internship track, students work inside a company for 15 weeks, getting to know the objectives, operations and outcomes of the organisation in order to help them in their sustainability efforts. The student will then be asked for a master’s project and a portfolio. This track still allows students to go on to doctoral level studies in 4 of the 6 countries in the consortium (except Malta and Nord).

The research track is perfect for students who may have doctoral (PhD) training in mind, have a concrete research idea and/or would like an entire semester to work on it supported by the expertise of an academic supervisor. They will be on mobility at an institution of their choice amongst the 4 universities that they have not already visited during their studies. This track allows you to go on to doctoral level studies at all 6 universities of the consortium.

Option 1 -

- **Internship (15 ECTS)**
- **Master’s Project (15 ECTS)**

Option 2

- **Master’s Dissertation (30 ECTS)**

You should choose between these two options by the end of the second semester of first year (Y1).

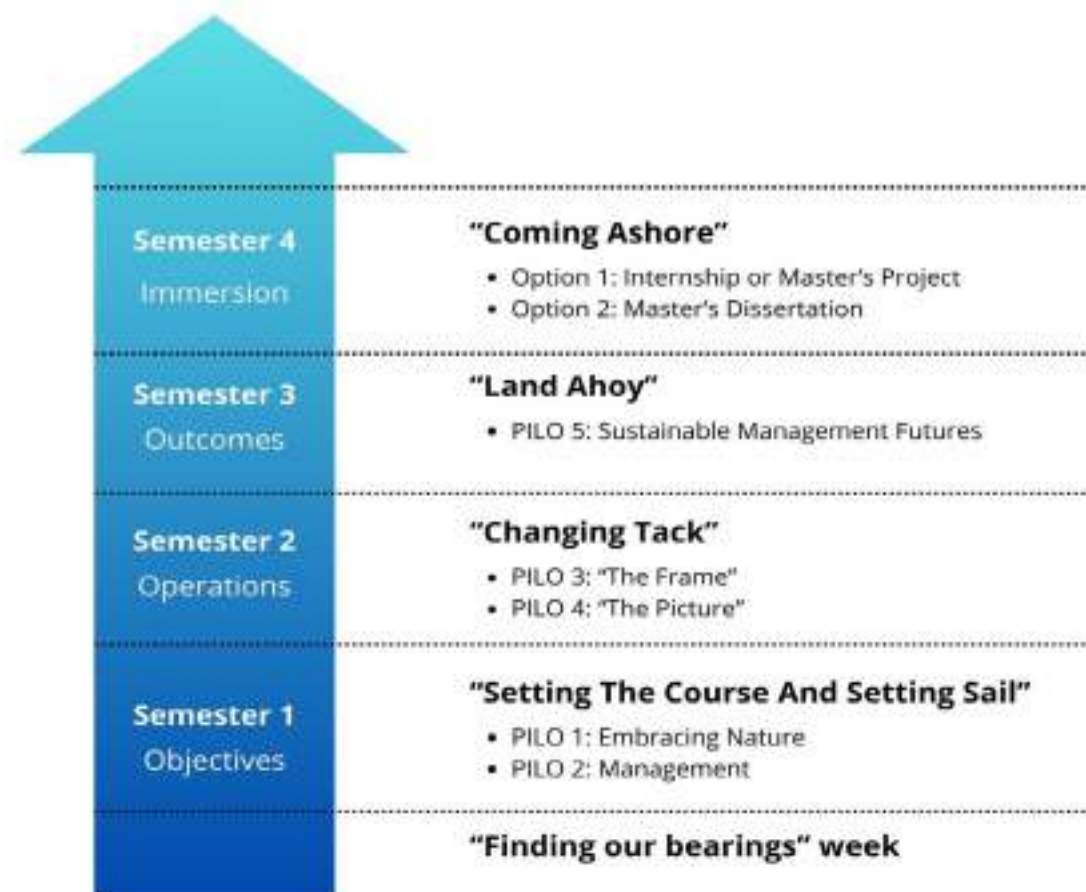


General objectives and learning outcomes

At the end of the two-year programme, you should be able to demonstrate the overall objectives and learning outcomes achieved.

Programme Intended Learning Outcomes (PILOs)	
1. Embracing nature	Demonstrate a holistic understanding of the natural world, oceans in particular, as well as the interplay between human activities and the natural world.
2. Management	Identify and evaluate the motives, reasons, causes and consequences of the management process and functions in an uncertain world.
3. “The frame” (Context)	Identify and analyse relevant external factors on sustainability (including political economy, and regulatory frameworks) at a societal, organisational and managerial level.
4. “The picture” Intra organisational dynamics and Resilience	Recognize features of the organisational ecosystem and internal dynamics, and assess relationships, based on the principles of good governance to build organisational resilience.
5. Sustainable management futures	Critically analyse mainstream management concepts, discuss scenarios and create collective visions for more sustainable approaches in organisations.

Each semester will focus on one or more of these learning outcomes.



Curricula

Details of each course, alongside course learning outcomes, evaluation and assessment methods are available in the list of [Collected Courses](#). The dates of each course will be distributed when the dates of the current session are known.



Discover
SEA-EU Master's Degree in

Sustainability Transition for Organisations & Resilience Management

inspired by
the sea and nature

Where will I study?

You will visit at least 2 of the SEA-EU universities of the STORM consortium during your studies. Depending on which year you start in the STORM Programme, you will either be a student at:

- UBO and UM (2025/27),
- UNIST and UCA (2026/28),
- UG and NORD (2027/29).

Each cohort will be based in their first university for one entire academic year (semesters 1 & 2), before moving to the second university in the second year for the third semester.

For Semester 4, you will move once more if you want to: either for the internship, or to write your master’s dissertation at a suitable SEA-EU Alliance university.

Cohort	1st year		2nd year	
	1st semester	2nd semester	1st semester	2nd semester
2025/27	UBO	UBO	UM	Internship/dissertation
2026/28	UNIST	UNIST	UCA	Internship/dissertation
2027/29	UG	UG	NORD	Internship/dissertation
2028/30	UBO	UBO	UM	Internship/dissertation



Academic Calendars

STORM’s academic calendars will be in accordance with those of the host universities, to which links are provided on the right-hand side, together with the months in which the academic year ends and begins.

UBO	from September until July UBO website with the Calendar
UM	from October until June UM website with the Calendar
UCA	from September until September UCA website with the Calendar
UG	from October until June UG website with the Calendar
UNIST	from September until July UNIST website with the Calendar
NORD	from August until June NORD website with the Calendar



Internships and Research Pathways

This is an opportunity for you as an enrolled student to enhance the skills and create professional development experiences. The following are the aims:

- Validate your internship opportunities
- Verify your master's project proposal
- Help to monitor your progress in the organisation (with a video call if possible), and with the writing of the dissertation
- Organise and conclude the examination process

Choosing the Internship Pathway

In the fourth semester, you can choose to do an internship and a Master's project (15 ECTS + 15 ECTS each) or take the research pathway (30 ECTS).

Internships provide you with a unique opportunity to gain practical experience and increase your knowledge in an identified area of expertise by engaging in a specific work/research-based setting. This is particularly

important in management education.

You should decide at the end of the first year of the programme which pathway you would like to choose. The process for students to follow will be communicated at the relevant time by the central coordinating office but Erasmus financing options will be explained by the administrative contacts who will put you in touch with the local international offices.

Finding an internship

If you opt to undergo an internship, you will receive a variety of offers, as well as the list of students who have chosen this pathway at the appropriate time.

Other internship opportunities will be available via the online platforms/ websites, listed below:

UBO	https://www.univ-brest.fr/fr/page/emplois-etudiant
UM	https://www.um.edu.mt/newspoint/notices/opportunities
UCA	https://uca.portalicaros.es/home/offers
UG	https://czrug.ug.edu.pl/en/programs/internship-programme/
UNIST	https://www.unist.hr/studiji-i-nastava/nastavne-baze
NORD	https://www.nord.no/en/student/student-exchange

If you would like to complete an internship in a particular industry, you may also be provided with the contact information of any of the stakeholder partners listed below.

Please find the national frameworks for internships in each partner country in [Annex 1](#).

A list of Organisations

A list of companies and organisations that often work with our universities can be found below. We encourage you to select one from the following list.

University of Brest (UBO)

Thales - Aerospace, defence, transportation and security

Crédit Mutuel Arkéa - Bank

Naval Group - Defense

Groupe Even - Food Industry

Ifremer - Research Agency into the Seas

Cogedis - Accountancy

In Extenso - Accountancy

Financo - Bank

Fortunéo - Bank

CHRU Brest - Hospital

Crédit Agricole - Bank

B&B hotels - Hotels

RD Brest - Transportation

Réseau Le Saint - Food Industry

University of Malta (UM)

Farsons - Brewery

General Workers Union -
Trade Union

**Malta Council for
Economic and
Social De-
velopment**
- Advisory
Council

Malta Enterprise - Economic Development
Agency

Trade Malta - Internationalisation services for
Malta-based companies

Malta Business Bureau - Business Advisory
Organisation

Malta Employers' Association - Association of
Employers

Malta Maritime Forum - Platform for entities
involved in maritime, logistical and transport
sector

Transport Malta - Maritime section - Govern-
ment Body

Environment and Resources Authority - Na-
tional Regulator

Malta Tourism Authority - National Regulator

Malta Hotels and Restaurants Association -
Association/Union

Consultancy Firms - Cooperative that trains
marine pilots

**Mediterranean Maritime Research and Train-
ing Centre Ltd** - Regulator of financial servic-
es

Central Bank of Malta - Project Manage-
ment, HR, research

Malta Financial Services Authority - Fi-
nance, HR

Permanent Representation to the EU -
EU affairs, research, analysis

National Skills Council - Research,
Policy

Atlas Insurance - Insurance Agency,
risk, research

Teva Pharmaceutical Industries -
Pharmaceutical Company, sus-
tainability, HR

Playmobil - Project Management
in manufacturing, HR

Toly Products - Project Management
in manufacturing, HR

University of Cadiz (UCA)

Lustau - Winery

Gonzalez Byass - Winery

Port Authority of Cadiz - Port Authority

Port Authority of Algeciras - Port Authority

Airbus - Aerospace industry

Osborne - Winery

Bayport - Industrial Supplier

University of Gdansk (UG)

Ergo Hestia - Insurance

Baltic Hub - Container Terminal, Gdańsk -
Maritime

Intel - IT

Incubator Starter - Business services

Gdynia Container Terminal - Hutchinson Port
- Maritime

Bayer BGS - BPO

Coldstore Gdańsk - Maritime

DORACO - Construction

Deloitte - Consulting

University of Split (UNIST)

OTP Banka - Bank

Ad plastik - Manufacturing

Cemex - Manufacturing

Slobodna Dalmacija - Media

NK Hajduk - Football

Raiffeisen Bank - Bank

Le Meridien Lav - Hotels

Viator - Car rental

Heineken - Food and Beverage Industry

Udruga Sunce - Association for Environment
Protection

Cemex - Manufacturing

UHY - Accountancy & EU Projects

Tourism Board of Split - Public sector tourism
services

NORD University (NORD)

Bodø Municipality - Circular economy for pub-
lic entities

KPB- innovation company - Innovation and
business development

North Norway European Office - Innovation
and business development

Brussels - International Business

Bodø/Glimt - International sports
management and business networks

Engage - Innovation and entrepreneurship

Salten Aqua - Marketing and business
development, investor relations

Preceding your internship, you and all
students must submit a one page proposal
to the academic supervisor to show how the
internship will fulfil the programme learning
outcomes.

If you would like to accept an internship
opportunity outside of the offers sent to you
directly by the university, you may, if it meets
the following criteria:

- it is in the EU and/or EEA
- it is accepted by the academic supervisor
- A general agreement must be signed
between the university and the
organisation.
- An agreement is signed between the
university hosting the student in the
first year of the programme (rector
and or other university representative
representative or academic supervisor),
the host organisation, and the student.
- Have a Travel and Health Insurance or a
European Health Insurance Card (EHIC)
which covers the duration of the intern's
stay.

You, the student, are responsible for initiating contact between the industry partner and the university, if a pre-established link does not yet exist.

You should start with your internship search well in advance, since you never know how much time it will take to find one; and, since it includes moving to another country, one would need to find accommodation, and so forth.

Moreover, if you are a student from a non-EU country, you may need a visa or residence permit, which again requires more time and planning.

Upon completing the internship, be sure to ask for a letter of recommendation containing information on the time period of the internship, your tasks and how successfully you carried them out.

Internship Agreement/Contract

Once you have found an internship and all of the criteria have been met, you may set up an internship contract.

The French internship contract information are available in [English](#) and [Spanish](#).¹

This should have an annex of the tasks for you in as much detail as the company or organisation wishes to provide, and the organisation should thereby be informed of the learning outcomes expected of you.

¹ Please note that all students are students of the UBO as well as students of other universities in some cases, it is advised that students use the French model available above. If this is not possible for some reason, you will be advised by their administrative coordinator.

Internship Assessment and Evaluation

You will be supervised by an academic and an industry representative. These two partners will be responsible together for assessing you. You also get a chance to evaluate your internship as part of the general quality assurance processes. This way you and all students may explain to universities whether you have learnt appropriate skills during your time at the organisation.

- [Student internship evaluation form](#)
- [Industry partner evaluation form](#)
- [Academic supervisor evaluation form](#)

The internship will be evaluated according to the syllabus available in the annex.



Job Skills

If you would like some help with job skills (CV, cover letter, interview techniques), you may ask your academic and administrative supervisor in your current host university or your future host university country for help or you can look at the professional skills areas of the different university websites here below:

University of Brest (UBO)

[Orientation et Insertion professionnelle](#) (website in French, help mostly in French). Students may ask for help from the Business Faculty English teacher.

University of Malta (UM)

[Knowledge Transfer Office](#)

University of Cadiz (UCA)

[Datos PIFE Orientación Profesional](#)

University of Gdansk (UG)

Career's Office [Biuro Karier UG](#) (help in English). Students can also ask for help from the Internship Manager at the Faculty of Management.

University of Split (UNIST)

[Career Management Office](#) can be contacted at savjetovanje@unist.hr

NORD University (NORD)

[Nord Business School](#) - administrative contact





Choosing the Research Pathway

Although all of the programme is research-based, and as such all students, whether in this pathway or the internship pathway will be exposed to, and taught using research and research methods, only the students who choose the research pathway will spend their whole semester working on a research project - which we call a dissertation.

This pathway has a few notable advantages, particularly for those who wish to go on to further studies at doctoral level.

You can focus on one topic that interests you, gain an insight into what PhD study is like. Many careers are now based on research skills, needing motivated staff who are autonomous self-starters. The skills that you build doing this pathway will be highly useful for research-based careers.

Dissertation guidelines

A dissertation is a compulsory element of the research pathway of the programme and its objective is to show that you are able to put your knowledge, skills and competences acquired into practice to write an original piece of research in the area that you are interested in. The dissertation must be written under the guidance of an academic supervisor.

You may ask any academic from the STORM lecturers list team to be their supervisor. The academic must agree to supervise based on your research interests and the mobility constraints - as you must visit another campus, different from the one that you have been to during semesters 1-3.

If you choose this pathway, you will go through the following steps:

1. Assignment of supervisor(s)
2. Meeting with supervisor(s) to develop a proposal
3. Approval of proposal by supervisor(s)
4. Student work progress reviewing
5. Meetings with supervisor(s)
6. Approval of final draft by supervisor(s)
7. Submission of Master's dissertation
8. Oral defence

Your research dissertation should be 50-70 pages, Times New Roman 12 pt and 1.5 line spacing and should include the following sections:

1. An Introduction (which includes background and context)
2. Literature Review
3. Methodology
4. Results
5. Conclusion

Assessment methods

Marking criteria

Your progress, related to both activities and achievement of the learning outcomes (LOs), will be closely monitored throughout the study programme.

During each course, your active participation (discussion, self-assessments etc.) is expected as well as fulfilment of the tasks (presentations, seminars, overviews etc.) defined in each syllabus. Lecturers will keep records of your activities, as they will be one of the evaluation criteria.

In addition, your competencies will be formally assessed in each course according to the procedures and criteria defined in the course syllabi. You will be permanently informed about your progress and achievements via Moodle. Final grade will be the result of the activities, tasks achievements as well as formal assessments.



A full list of assessment methods can be found here: [STORM Teaching and Evaluation guidelines](#).

During the STORM master's programme, you will be assessed and examined by different lecturers from different institutions. The procedures jointly devised and agreed upon will enable STORM teaching staff to ensure fairness, consistency and equity in their assessment procedures.

The consortium ensures that modules passed at any one of the participating universities are fully recognised by the other universities in the consortium.



Grading system

Your performance, examination and assessment results are given using the ECTS system with a corresponding percentage grade where this is deemed necessary by the lecturer.

0 – 49% of the total score - **Fail (F)**
 50 – 59% of the total score - **Sufficient (E)**
 60 – 69% of the total score - **Satisfactory (D)**
 70 - 79% of the total score - **Good (C)**
 80 - 89% of the total score - **Very Good (B)**
 90 – 99% of the total score - **Excellent (A)**
 100% of the total score - **Exceptional (A+)**

The SEA-EU grading scale (approved 21st Dec. 2023) is as follows and applies to STORM. The table below gives an idea of the number of students that should normally achieve each grade.

ECTS Grade	Definition	% of successful students normally achieving the grade
A	EXCELLENT – outstanding performance with only minor errors	10%
B	VERY GOOD – above the average standard but with some errors	25%
C	GOOD – generally sound work with a number of notable errors	30%
D	SATISFACTORY – fair but with significant shortcomings	25%
E	SUFFICIENT – performance meets the minimum criteria	10%
FX/F	FAIL – some more work required before the credit can be awarded	-

Please note that no official conversion table exists. The table is constructed based on the practices of the partner universities.

The SEA-EU Universities have been working on a general conversion table. The below table will help you, if asked, to translate your score into a “local” grade.

SEA-EU: ECTS Grading System	FAIL	SUFFICIENT	SATISFACTORY	GOOD	VERY GOOD	EXCELLENT	EXCEPTIONAL
STORM & SEA-EU	FX - F	E	D	C	B	A	A+
CROATIA	0 – 49%	50 – 59%	60 – 69%	70 – 79%	80 – 89%	90 – 99%	100%
FRANCE	1 0 - 9,9 <10 Insufficient; <7 Very insufficient	2 10 - 10,9 10 Average	11 - 11,9	12 - 13,9 12 Satisfactory	14 - 15,9	16 - 17,9 >16 Very good, excellent	18 - 20
GERMANY	4,1- 5,0	3,6 - 4,0	3,1 - 3,5	2,1 - 3,0	1,6 - 2,0	1,0 - 1,5	-
ITALY	0 - 17.9	18 - 22	23 - 25	26 - 27	28 - 29	30	30L
MALTA	F 0 - 44%	PG*: 45 - 49	D+: UG*: 50-54 D: UG: 45-49 PG 50 - 54	C+: UG 69-60 C: UG 55-59 PG 55 - 69	B+: UG 75-79 B: UG 70-74 PG 70-79	UG 80-89 PG 80-100	90 - 100
NORWAY	F	E	D	C	B	A	A
POLAND	2 Fail 50% and less	3.0 Pass 51%-60%	3.5 Satisfactory 61% - 70%	4.0 Good 71% - 80%	4.5 Very good 81% - 90%	5 Excellent 91% and more	-
	-	Satisfactory (3.0) Average of grades up to 3.20	Satisfactory plus (3.5) Average of grades 3,21 - 3,70	Good (4.0) Average of grades 3,71 - 4,20	Good plus (4.5) Average of grades 4,21 - 4,50	Very good (5) average of grades 4,51- 5,00	-
PORTUGAL	0 - 9	10 - 11	12-13	14 -15	16 - 17	18 - 20	-
SPAIN	0 - 4,9 Fail	5 - 5,9 Pass	6 - 6,9 Pass	7 - 7,9 Remarkable	8 - 8,9 Remarkable	9 - 10 Outstanding	10 MH*** Distinction limited to 5% of students

*PG = Postgraduate | ** UG = Undergraduate | *** MH = Matrícula de Honor (Honours)



Discover University of Cadiz



Coastal Charisma

Cadiz is a charming city of 115,000 inhabitants located in the south of Spain. It is surrounded by the sea and its average temperature is 18°C.

Cadiz, a gem on Spain's southwestern coast, captivates with its ancient charm and maritime allure. Positioned on a slender peninsula bathed by the Atlantic, it boasts a storied past reflected in its architecture and winding streets. Life here hums with energy as locals and visitors alike revel in the city's vibrant markets, lively plazas, and captivating cultural offerings.

The lively Cadiz lifestyle harmonizes with the laid-back rhythm of the sea, inviting leisurely strolls along sun-kissed beaches and embracing the rich tapestry of Andalusian heritage through flamenco rhythms and delectable seafood cuisine.



The Faculty

The Faculty of Economics and Business Studies is located in the historic centre of the city (Universidad de Cádiz - Facultad de Ciencias Económicas y Empresariales), in a popular neighbourhood, just in front of the Caleta beach.

Other faculties of the University (Medicine, Philosophy and Labour Sciences) and 3 university residences are located nearby within 1 km.

The Faculty has splendid infrastructures: library, free wifi, canteen, classrooms with audiovisual equipment, computer rooms... You won't miss almost anything.

[Take a virtual tour of their facilities.](#)



How to get here?

The central train station is 1.9 km from the Faculty and there is a bus stop at the door of the Faculty. Cadiz has 3 airports nearby: Jerez (XRY): 42 km; Seville (SVQ): 127 km; Malaga (AGP): 225 km.

The city embraces the tradition of tapas, offering an array of small, flavorful dishes meant for sharing, making socializing over food a cherished daily ritual.

With its prime coastal location, life in Cadiz often revolves around its beautiful beaches, where residents relax, socialize, and partake in water sports.

Cadiz, like many Spanish cities, adheres to the siesta tradition - a midday break when shops close, and locals enjoy a leisurely lunch or a short nap before returning to work.



The city is known for its bustling markets, like the Mercado Central, where locals gather to shop for fresh produce, seafood, and artisanal goods, fostering a vibrant community spirit.



Flamenco music and dance are deeply ingrained in Cadiz's culture, with spontaneous performances in bars or organized events showcasing this passionate art form.

3 general procedures rights and responsibilities

Student Agreement

All students on this course must first sign the relevant student agreement (no scholarship & scholarship) and therefore agree to the different rules and regulations set out in that agreement.

We ask you to reread this document regularly to remind you of your responsibilities.



Attendance

Minimum Attendance Requirement

As a student you must commit yourself to duly attend the Programme, including all prescribed classes, seminars, examinations, assessments and Programme activities, for a duration of two academic years, upon signing the Student Agreement.

You must not, under any circumstances, leave the national territory of the host university without previous notification and justification to the local academic and Programme Director.

Attendance is monitored daily

by lecturers and monthly by administrative staff. In case you cannot attend a unit module for a justified cause (health problems, administrative issues), you must notify the lecturer with the Programme Director copied in, attaching a justification to this absence request (medical record in case of health problems, or the necessary proof of the administrative issue, for example).

Whether the learning activities/modules are delivered on-site or remotely, your attendance will be monitored by the Programme Director on a regular basis.

3

1. Student Agreement
2. Attendance
3. On-site learning conditions
4. Registration
5. Resits and re-assessments
6. Re-registering
7. Coursework submission procedures

A maximum of 10% absence is allowed. Any absence that exceeds this threshold will be considered by the lecturer or academic team in question and you will be asked to justify your absence. In case of repeated and unjustified non-attendance, the measures taken by the Board of Studies (BOS) may range from definitive exclusion from the Programme, or even the cancellation of any scholarship if applicable, upon one (1) month notice.

You, as a student, should arrive at the host university on time and before the semester begins. Any unjustified delay or absence may result in exclusion from the Programme or the cancellation of any scholarship if applicable, as determined by the PMB.

Special Circumstances

If you have to interrupt your studies for a certain period of time, due to justified health, pregnancy or family matters, you must notify the Programme Director and request a formal agreement before the start of the leave period,. All these situations will be assessed on an individual basis by the PMB.

Withdrawal from the Programme

In case you wish to leave the Programme, you must notify the Programme Director. This will notably result in cancellation of



On-site learning conditions

The universities that host you, are well equipped with up-to-date classrooms and students will be able to partake in courses, both online and offline on campus. These rooms should be accessible if need be. They transcend the traditional confines of classroom education, offering you a dynamic immersion in learning and skills development.

Campus Facilities

Libraries

At the host institution's libraries, you will discover a goldmine of books, journals, and digital resources to support your academic pursuits. While provided opportunities include access to study areas, book borrowing, and even semester-long laptop loans, we recommend bringing your own laptop.

Sporting Facilities and Recreation Centers

If you are interested in sports or just want to keep a healthy balance between your academic and personal life, host universities offer access to various sports facilities and recreational centres to pursue your interests and hobbies. You are invited to take part in any sports activities and events that catch your eye.

Cultural Activities

You can enjoy cultural activities offered by host universities such as international festivals celebrating diverse cultures, language exchanges fostering linguistic diversity, and workshops offering hands-on experience in traditional arts and so on. You can also enjoy engaging film screenings, cultural nights with music and performances, guided tours of the cultural heritage, and much more.

Computer Services

The Universities hosting this master's programme aim to offer you high-speed internet access, well-equipped computer labs, virtual learning platforms, expert tech support where available, access to online libraries, cloud storage, and specialised software where necessary, and other practical tools for your learning process.

Registration

You have to register at the beginning of each academic year at UBO, as the Coordinating University of the STORM Master and as the Diploma issuing University.

You must sign the Student Agreement as a prerequisite for the validity of the first registration in the Master's programme.

Each academic year, upon registration, self-funded students must prove that they have paid the tuition fees for the year. Incoming mobility students must be registered by the consortium host universities.

To facilitate the process, UBO will make available to the host universities the personal and academic data of the students, so that it is not essential for the students to carry out any administrative formalities.

However, the host university, as part of the registration process, may contact you to inform you about welcoming events, university rules and services, and possibly require you to sign a declaration that you have received the above-mentioned information.



Resits and re-assessments

If an examination or assessment results in an insufficient grade or in such a case as you do not attend your examination session or withdraws, in some cases such as valid medical reasons or unforeseen extenuating circumstances¹, you

will be allowed to resit or retake as long as you provide sufficient evidence of this. You will be informed about the modalities of resits and re-assessments at the welcome sessions of the respective host university.

¹ Please note that the arrangements for resits and re-assessments may also depend on the regulations of the host university and some exceptional cases may be considered by the Board of Studies (BOS).

Re-registering

In the event that you or the students have not passed all courses within the duration of the programme, you can apply for a new opportunity to finish your studies by writing to the Board of Studies (BOS).

The BOS can authorise, or decide not to authorise, you to enter into the next cohort, to finish the courses that have not passed. You will have to re-register, paying tuition fees for the ECTS credits not passed. Please note that as a re-enrolled student your scholarship will not be extended, if applicable.



Coursework submission procedures

Coursework should be submitted either on the common Moodle platform, or as requested by the lecturer or lecturing team.

You are expected to work hard and diligently, completing and handing in any work to be assessed within the required deadlines. Late submission of work with no valid given reason will be graded with a fail. However, you may inform the lecturer, at least 10 days

before the deadline, that there are special circumstances that justify the late submission of an assignment. In this case, the lecturer may ask you to present a medical certificate or other type of document proving the alleged circumstance. This is at the discretion of the lecturer or lecturers concerned and you do not have the automatic right to an extension unless the lecturer explicitly tells you this request has been granted.



Discover University of Gdansk



City of Freedom and Solidarity

Gdansk was a city where some of the most important events for the world and Europe took place. A city with over 1,000 years of tradition, one of the largest ports on the Baltic Sea. It is a unique metropolis that has always been imbued with the spirit of freedom and courage. The Latin saying *Nec Temere, Nec Timide*, the motto of Neptune's City, best reflects the character of this once Hanseatic city. It is a timeless motto that should guide each and every one of us: courageously, but with caution.

Gdańsk, together with neighbouring Gdynia and Sopot, forms a common organism, the "Tricity", and together they create an infinite number of possibilities and original tourist proposals.

As a city born of the sea and dreams, Gdynia has become one of the most important Baltic ports and shipbuilding industries. Situated right on the coast, surrounded by cliffs and forests, it is not only a great place to relax, but



also to learn about the history of the reborn independent Poland. Here, too, you will taste dishes not only traditionally associated with the sea, but cuisine from all over the world.

The symbol of Sopot is the longest wooden pier in Europe. More than a century old construction with characteristic white railings enters almost half a kilometre into the waters of the Bay of Gdansk. It is here that you can go for a walk on the beaches and experience the evening life of the Tricity.

The Tricity is only the beginning, as there is also the Kashubia region, but to get to know it you have to see it - it is indescribable. Dozens of lakes, waterways and forest trails, plus unexplored and unspoiled forests. It has to be experienced.



The University

The University of Gdańsk may not be the oldest, but it has already established itself as one of the most important scientific centres in Poland and on the Baltic Sea. *In mari via tua* - In the sea your way shines through us from the beginning and this is the main idea behind our work, goals and scientific activities.

Learn [more about us!](#)

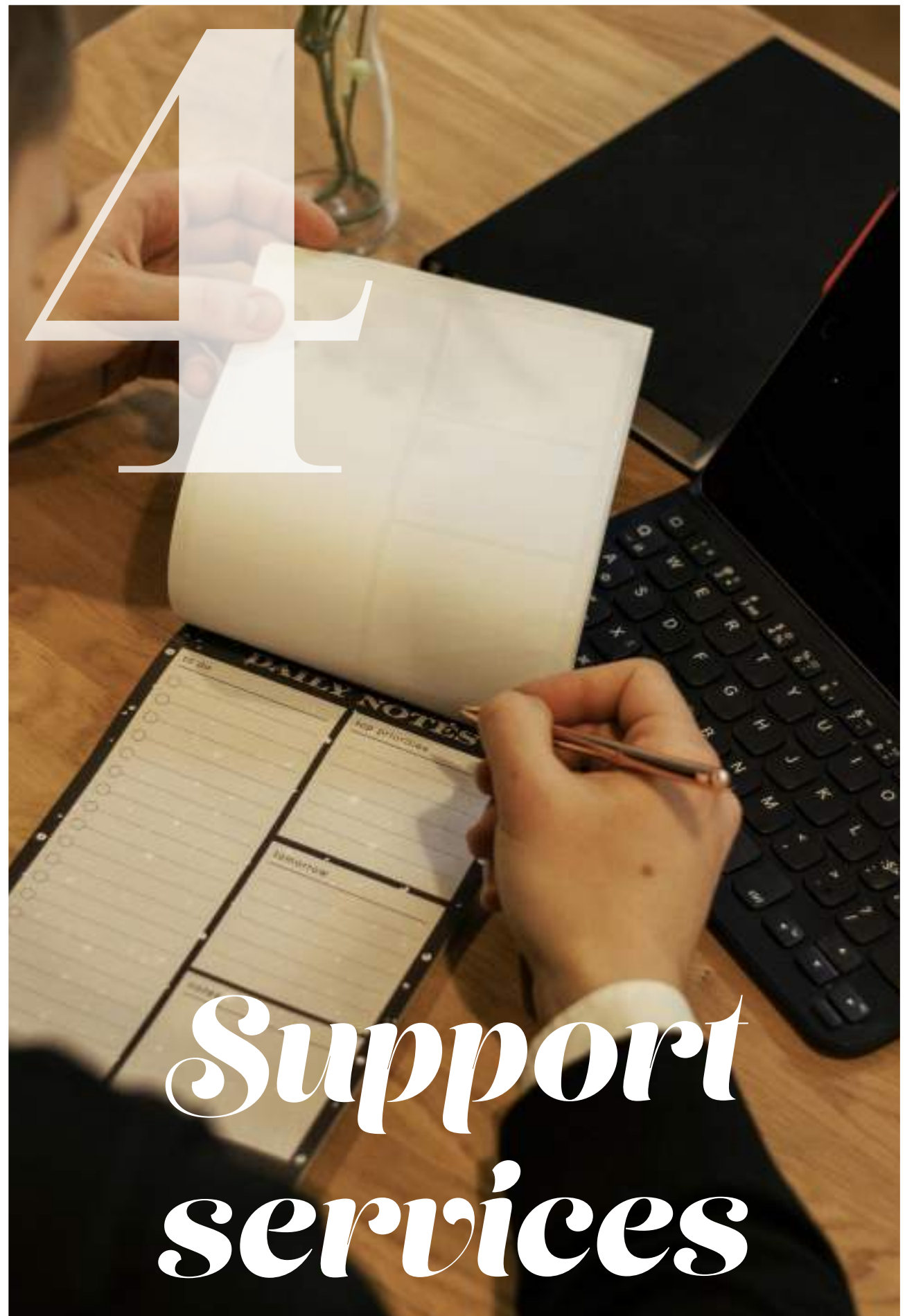
Gdańsk's old city is home to St. Mary's Church, one of the largest brick churches in the world. Go for a walk in the old town or meet up with friends in the nearby old shipyard (Stocznia) - a popular meeting place for locals.

How to get here?

You can get to Tricity by plane ([Gdansk Rębiechowo Airport - GDN](#)), train or ferry (Port of Gdańsk or Port of Gdynia). And between the cities of the Tricity you can travel by suburban train (called [SKM](#)) or bus. Each city has its own bus lines. In [Gdansk](#) there are trams and in [Gdynia](#) there are trolleybuses.



Kashubia, a distinct cultural region near Gdańsk, has its own language, Kashubian, and a rich folk heritage. Kashubian is a regional language with protected status in Poland. Students can take their school-leaving exams in this language and town signs in the region always have 2 names - one in Polish and one in Kashubian. Visit the surrounding open-air museums to discover this regional culture!

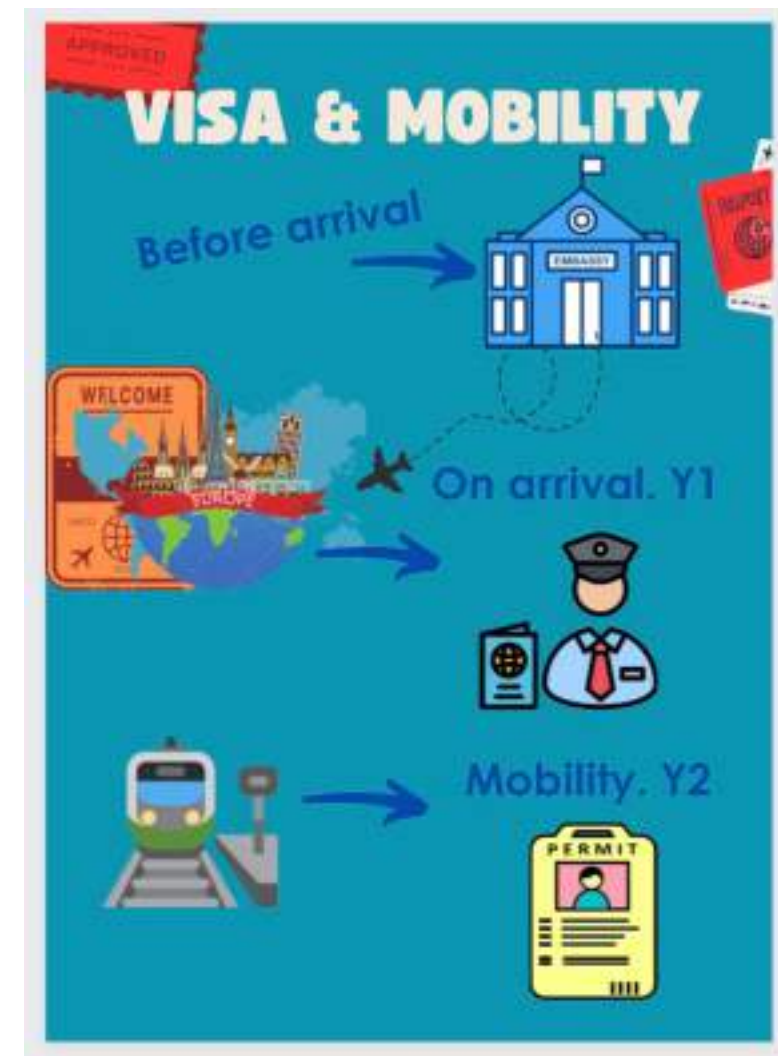


Support services

Visas and permits for studies for non-EU students: general information

4

1. Visas and permits for studies for non-EU students: general information



Students with all European Community and EEA/EFTA (European Economic Area / European Free Trade Association) nationalities (except Switzerland) are exempt from this regulation.

Before arrival: Visa application

You as a non-EU student need to take into account the important visa considerations when joining the master and act upon them to ensure that you have the correct visas and permissions for undertaking all of the programme's periods of mobility.

You should research visa application requirements for all mobility periods and allow sufficient time to apply for each visa throughout the programme. In particular, self-funded students should be aware of the evidence of financial resources required for each application. The coordinating university of STORM will assist you by quickly providing the necessary university documents for the visa application process.

Once you have been admitted to the Master's programme, you should immediately contact the nearest embassy in your country to find out about the requirements for obtaining the student visa. The process can take up to 6 months to obtain a visa and you should ensure that your passport is valid for at least 2 or 3 years.

** Visa issues are competence of national states, so the rules are not exactly the same in all EU countries. Please contact the SEA-EU office of the starting university if you have any doubt.*

**** IMPORTANT:** *It is the responsibility of the student to ensure that visas are obtained in time to start the relevant mobility periods of the programme.*

Some or all of the following documents will be requested by the embassy:

- ☒ Application form
- ☒ Relevant letter of admission from the host university stating the studies to be undertaken and the relevant dates
- ☒ A document proving that the student will be able to support him/herself during the period of study
- ☒ Full copy of the passport (valid for 2/3 years)
- ☒ Copy of insurance policy
- ☒ Health certificate
- ☒ Criminal record
- ☒ Passport size photographs
- ☒ Letter confirming accommodation
- ☒ Tax payment
- ☒ Other relevant documents may be required from the relevant Embassy/Consulate in the country of residence



On arrival: Application for permit of studies

Once you have obtained a visa and arrived in the country to start the Master's programme, the next step is to apply for a study permit for a maximum of one year. Information on how to apply is usually available on the official immigration or government website of the country where the programme is starting.

Ensure that the following steps are taken:

1. Meet all the requirements for a study permit. This may include maintaining full-time enrolment, having sufficient resources to support themselves and meeting any other conditions imposed by the immigration authorities.
2. Gather all the necessary documents to apply for a study permit. Common documents include:
 - ☒ Completed application form
 - ☒ Valid passport - full copy

- ☒ Letter of enrolment from your educational institution
- ☒ Proof of financial support
- ☒ Proof of health insurance
- ☒ Passport size photographs
- ☒ Proof of accommodation

3. Ask for an appointment at the Immigration Office. Find the nearest immigration office.
4. Submit the application. Make sure the application is complete and accurate to avoid delays.
6. Wait for processing. Processing times for study permits vary. Be patient and wait for your application to be processed. You can check the status of your application on the immigration authorities' online portal or contact them for updates.
7. Collect your study permit. Once your study permit has been approved, follow the instructions to collect it. This may involve a return visit to the immigration office.

** Directive (EU) 2016/801 of the European Parliament and of the Council of 11 May 2016 on the conditions of entry and residence of third-country nationals for the purposes of research, studies, training, voluntary service, pupil exchange schemes or educational projects and au pairing (<https://eur-lex.europa.eu/eli/dir/2016/801/oj>)*

First year

Before arrival

Apply for visa

After arrival

Apply for one-year

By the end of the 1st year

Choose an internship destination

Apply for renewal of permit

Second year

Semester 3

Moving to the second hosting
university

Semester 4

Internship

- Staying at the second hosting university
- Changing country: apply for renewal of permit of residence

Mobility for the 2nd year. Renewal of the study permit**

The renewal of your mobility permit usually involves coordination between you, the host institution and the Foreign Office or relevant immigration authorities.

A general guide on how you might approach the renewal process, including interaction with the Foreign Office:

1. Contact the host institution. Reach out to the relevant administrative office at your host institution. They will guide you through the renewal process and provide you with the necessary information and forms.
2. Check the expiry date of your permit. Plan to start the renewal process well before this date to avoid any legal issues.
3. Documents required. Gather all necessary documents for the renewal. This may include an enrolment letter from the host institution, proof of financial means, proof of accommodation, and any other documents required by the immigration authorities.
4. Submit your application to the foreign office. Contact the local foreign office or immigration office to make an appointment.
5. Application processing time. Check with the foreign office about their processing times and plan accordingly.
6. Follow up with the foreign office if there are any delays in processing your renewal application. It's essential to keep up to date with the status of your application.
7. Receive the approval. Once your application has been processed, you will receive a decision from the Foreign Office. If approved, you may be issued a renewed residence permit.
8. Inform the host institution. Inform the relevant office at your host institution about the approval

of your permit renewal. They may need this information for their records.

***Remember that the specific process may vary depending on the country and its immigration regulations. Always refer to the guidelines provided by the immigration authorities in the host country and follow their instructions carefully. If you encounter any challenges or have questions, seek assistance from the local admin coordinator of the programme and/or the international office at your host institution and/or contact the relevant immigration authorities directly.*

Visa support offices at universities

UBO	International Centre for Mobility (by appointment only) DEVE - International Office Visas: etudiant@cmibrest.fr Sign up for a webinar! Severine.allain@univ-brest.fr Ludmila.guillotin@univ-brest.fr
UM	International Office https://www.um.edu.mt/international/students/visas/
UCA	International Office https://internacional.uca.es/movilidad-entrante/servicios-uca/
UG	Welcome Centre/International Office welcomecentre@ug.edu.pl
UNIST	International Office at FEBT dcoppola@efst.hr
NORD	International Office international@nord.no



Discover University of Split



Welcome to Split

Split is the second-largest city in Croatia and home to extraordinary historical monuments, exquisite gastronomy and joyous people. Use the following [link](#) to walk through the streets of Split virtually.

The story of Split is already 17 centuries old, dating to the time when the Roman Emperor Diocletian decided to build his Palace right on the peninsula near the great Roman city of Salona, where he wanted to spend the last years of his life. During these 1700 years, the Palace has slowly turned into a city, which to this day lures visitors with its rich tradition, glorious history and beauty of its natural and cultural heritage.

Wherever the road leads you in Split, you will find excellent restaurants, traditional taverns, vibrant bars and flourishing nightlife. If you have enough time for an excursion, visit the area of Split, full of gems of natural and cultural heritage.



The University

The University of Split was officially established on 15 June 1974 when the units having already had an effect in their professional, scientific and teaching areas entered its structure. As a predominant scientific and teaching public institution in the region, the University of Split has expanded during the course of the past 45 years to include eleven Faculties, one Academy of Arts and four University Departments.



There are about 20,000 students enrolled in the University's undergraduate, graduate and postgraduate programmes. The focus of the research work carried out by the University is on scientific areas with reference to disciplines characterised by natural, biomedical, cultural, historical, social, economic and other features of the region as a part of the Croatian Adriatic and the Mediterranean region as a whole.

Split has a vibrant café culture where locals and visitors alike enjoy spending time in cafés, sipping coffee and socializing. The Riva promenade, facing the sea, is a popular spot for this pastime.



The Faculty of Economics, Business and Tourism (FEBT) is the unit where you will study STORM. It is the largest faculty at the University with more than 2400 students and the one attracting the highest number of ERASMUS students each academic year. Watch the video below.



How to get here?

You can get to Split by plane (Split Airport - SPU) or ferry. There are buses in the city.



Beyond cafés, Split's residents often gather in "konobas," traditional Dalmatian taverns serving local wine, spirits, and authentic dishes. Traditional dishes like peka (slow-cooked meat or seafood) and pasticada (a slow-cooked beef dish) are local favorites.

5

material resources



Welcome week/ sessions

The host universities undertake to organise welcome days for new students to get acquainted not only with the characteristics of the host city, but also with the variety of services offered by the respective university.

These events include campus tours, presentations of academic, administrative and support services, social gatherings and diverse activities that serve to provide practical guidance while fostering a welcoming atmosphere for a successful start to your academic activities.

Materials and resources

All of the student information in English is collated into handbooks for the individual campuses. You'll find info on libraries, facilities, accommodation, living costs and other services in these links below.

- University of Western Brittany: [Welcome Guide](#)
- University of Malta: [international website](#)
- University of Cadiz: [website for students](#)
- University of Gdansk: [Welcome Guide](#)
- University of Split: [international website](#)
- NORD University: [student exchange website](#) and [student life in Bodo](#)

5

1. Welcome week/sessions
2. SEA-EU Buddy programme
3. Linguistic support
4. Equal opportunities
5. Diversity - Admissions policy
6. From Diversity to real Inclusion: The case for Quality Assurance and for continuous training for Lecturers and Staff
7. People with disabilities
8. Gender Equality
9. Psycho-pedagogical help
10. Health insurance

Welcome sessions in your first year of university play a vital role. They help you connect with others, provide essential information, and build a supportive community.



SEA-EU Buddy programme

What is the objective of the SEA-EU buddy system?

The purpose of the SEA-EU buddy system is to help you adapt to the new country and new university environment with the advice of their mentor students. All of the mentors have first-hand experience and, therefore, they know how difficult it can be to adapt to a new place and a new university

To welcome you as new students and provide information about the university at the beginning of your stay at a SEA-EU institution. Furthermore, one of the objectives is to promote greater independence and autonomy in you with respect to university life as well as your study and learning. Buddies should ideally speak the language of the country so that they can help you in practical situations where you may need help in the local language e.g. going to the doctor.

The host university will launch a buddy system, in collaboration with the local SEA-EU student representative, in collaboration with the SEA-EU Office or local international offices will find students to buddy up with SEA-EU students, helping them to integrate seamlessly into



the university community. It is a way for you to make friends, get to know new cultures and practice languages, and serve as a guide or contact for all SEA-EU students when they arrive at the host institution for their academic stay.

SEA-EU Buddy System in more detail

Orientation Support

New students are paired with experienced students who can guide them during orientation activities, helping them become familiar with campus facilities, resources, and academic expectations.

Academic Assistance

Buddies may assist new students with understanding the course structure, selecting classes, and managing study schedules. They may also offer tips on effective study habits and time management.

Social Integration

Buddies help new students integrate into the university community by introducing them to social activities, clubs, and events. This can be particularly important for students who are new to the area or are international students, as in the case of SEA-EU students.

Answering Questions

New students often have numerous questions about university life, administrative processes, and campus resources. Buddies serve as a reliable source of information, answering questions and providing guidance.

Cultural Exchange

In the case of SEA-EU international students, the buddy system can facilitate cultural exchange, helping them adapt to a new academic and cultural environment. Buddies may also gain insights into different cultures through their interactions.

Emotional Support

The transition to university life can be challenging, and having a buddy provides a peer support system. Buddies may offer advice, lend a listening ear, and share their own experiences to help new students feel more comfortable and connected.

The buddy system is an effective way to foster a sense of community, reduce feelings of isolation, and enhance the overall university experience for incoming students. The underlying goal is to create a supportive network for SEA-EU students as they embark on their academic journey.



Who can participate as a student mentor?

Any student from the host university with an upper-intermediate level of English (B2 CEFR) who has completed, at least, one academic year at the faculty where the programme takes place.

The host institution will provide a minimum of five mentors per programme from their local buddy system, from the Erasmus Student Network (ESN) or any other student association.

Mentors will have the continuous support of the Coordination of the programme and the Psychological and Psycho Pedagogical Care Service of their host institution.

Mentor students' work will be acknowledged with a certificate of participation.



What do student mentors commit to?

- To take a training course that covers content about the study programme and its operation.
- To communicate with the Coordinator of the Master at the host institution.
- To meet with their group of SEA-EU students in, at least, three sessions during the first semester.

All STORM partners have additional mechanisms for student mentorship. **Do check out our university websites to find out more!**



Linguistic support



The common language of the Master's programme will be English. This includes, but is not limited to lectures, papers, projects and assessments.

To access the Master, you will be asked to provide a certificate proving you have the required English language skills. The programme requires you to have a proven minimum of B2

level English according to the CEFR (if English isn't your mother tongue).

This B2 level is required because students need to have a reasonable command of English in order to correctly follow the programme. Indeed, it is this that will guarantee your full ability to participate in, and benefit from the programme.



Proof of sufficient English proficiency

This should be proven by submitting documentation of a valid English Language Test when applying to the programme. Approved tests are shown in the table on the right.

Test name	Min. score
Cambridge	160
IELTS	5.5
TOEFL	8
Pearson PTE Academic	57
TOEIC	785

English assistance for students during the programme

During the Master's programme, the partner Universities will provide you with assistance to secure the improvement of language and communication skills. This is supplementary to your programme of studies as language courses have not been added to this core programme.

This assistance will be organised as follows:

- Language Centres: You will have access to the catalogue of in-person and online language courses offered at the Language Centres at the host Universities. The SEA-EU partners will provide advance notice of these courses. They will include language training in English, as well as in the official

or local language of the partner university/universities.

- SEA-EU Alliance Virtual Tandem Language Exchange (VTLE): This online platform (which can also be physical) facilitates language learning and practice between two individuals who speak different native languages. You will be able to access this service which will be very useful for complementing your formal language learning with an independent, autonomous and flexible way of one-to-one, peer-to-peer learning, and a focus on speaking skills and communication competence, with the opportunity to combine language improvement with intercultural exchange, and an opportunity for comradeship across linguistic and national divides.

There are four major steps in the service:

- a participant submitting an application
- an assessment of potential matches
- the monitoring of on-going matches
- a wrap-up after a matching pair have ended their partnership.

Below is information on the type of support provided by each university.

University of Western Brittany

English support

As English is integrated into the programmes at UBO, no particular English help is given. For STORM students, some workshops will take place at the IAE faculty to help students if and when they need it.

Otherwise, 5 minute weekly courses are available at this link:

<https://www.univ-brest.fr/pole-langues/fr/page/5-minutes-de-langues-chaque-semaine>

Local language course

The French language course is offered by the Language Centre.

<https://www.univ-brest.fr/pole-langues/fr/page/file-pour-etudiants>

University of Malta

English support

Orientation sessions at UM:

<https://www.um.edu.mt/international/students/orientationsessions/>

Local language course

[Maltese as a Foreign Language - L-Università ta' Malta](#)



What do all STORM universities have in common?

They're all situated by the sea, and English is the primary language everywhere. However, it's worthwhile to consider living abroad and taking a local language course to better acquaint yourself with your new surroundings ★

Study-units in the Maltese language for beginners (MAL0011 and MAL0012) are available at UM.

Students can improve their English language skills via additional study-units from the Institute of Linguistics (LIN1063; LIN1065); and the Centre of English Language Proficiency (ENG1061).

University of Cadiz

English support

Courses in English academic writing are offered to students at UCA through the Modern Languages Centre.

Local language course

Students can attend Spanish language courses. [Spanish Programmes – Centro Superior de Lenguas Modernas \(CSLM\)](#)

University of Gdansk

English support

Visit the Foreign Language Centre website. https://cjo.ug.edu.pl/kursy_i_certyfikaty

Local language course

Foreigners also have the opportunity to learn the Polish language. https://cjo.ug.edu.pl/erasmus_0

University of Split

English support

At the moment, no specific English language support system is in place but will be offered for STORM students at if needed.

Local language course

Check what opportunities you have to learn Croatian.

https://www.ffst.unist.hr/en/centers/center_for_croatian_studies_abroad#

NORD University

English support

An Academic Writing course is offered. For more information, check out the following pages.

- <https://nord.instructure.com/courses/22542>
- <https://www.nord.no/en/library/study-write-and-cite>

Local language course

Cheek the course “Norwegian for foreigners” <https://www.nord.no/en/studies/courses/no106>

STORM and Multilingualism

SEA-EU supports multilingualism, as does the STORM consortium within it. You will be offered, where possible, a course in the language of the host country.

Online [SEA EU language courses](#) are also open to all students of the Alliance.



Equal opportunities

Indeed, as part of SEA-EU 2.0, an equality and diversity expert group is working at the Alliance level to mainstream gender equality in SEA-EU universities for staff and students as this is a priority for SEA-EU.

As a programme, we recognise that each individual is unique, with a particular personality, social background, networks and talents. Our mission in STORM is to protect the human rights of all individuals working or studying within this master to help create a safe space where you and all students can feel like they belong.

Whilst we celebrate diversity, we know that this may also pose challenges to students and staff alike. Indeed all Alliance members and universities of the consortium have mechanisms to ensure equal opportunities are in place. These are tasked with fighting for

equality in diversity on each and every campus and strive to foster structural changes in social dynamics. These are structural and slow to change and, as such, at a degree level, STORM can only have the ambition to be a model programme for the universities it represents, as well as for the SEA-EU project.

The Erasmus Mundus Joint Master's programme status that STORM aims to achieve is, by its very nature, international and diverse.

With six international partner institutions and a programme which will be ready to run and to be advertised worldwide, an overt aim of our application is to further internationalise our universities by including students from our Alliance and elsewhere. Furthermore, STORM students will be studying how unequal opportunities have impacted the current management paradigm and will be exploring ways in which it needs to change.

The STORM curriculum is diverse and has an inclusive approach that takes into account the educational, cultural and social backgrounds of each of the partner universities. A quality education must be, necessarily, an education that does not contemplate

any type of discrimination.

To this effect, the Programme Management Board will be tasked with including an equality and diversity dimension to the Quality Assurance mechanisms put into place for the programme.

In these ways, as well as through the mechanisms that are explained below, we are aiming to enable diversity and inclusion from admissions through to graduation.

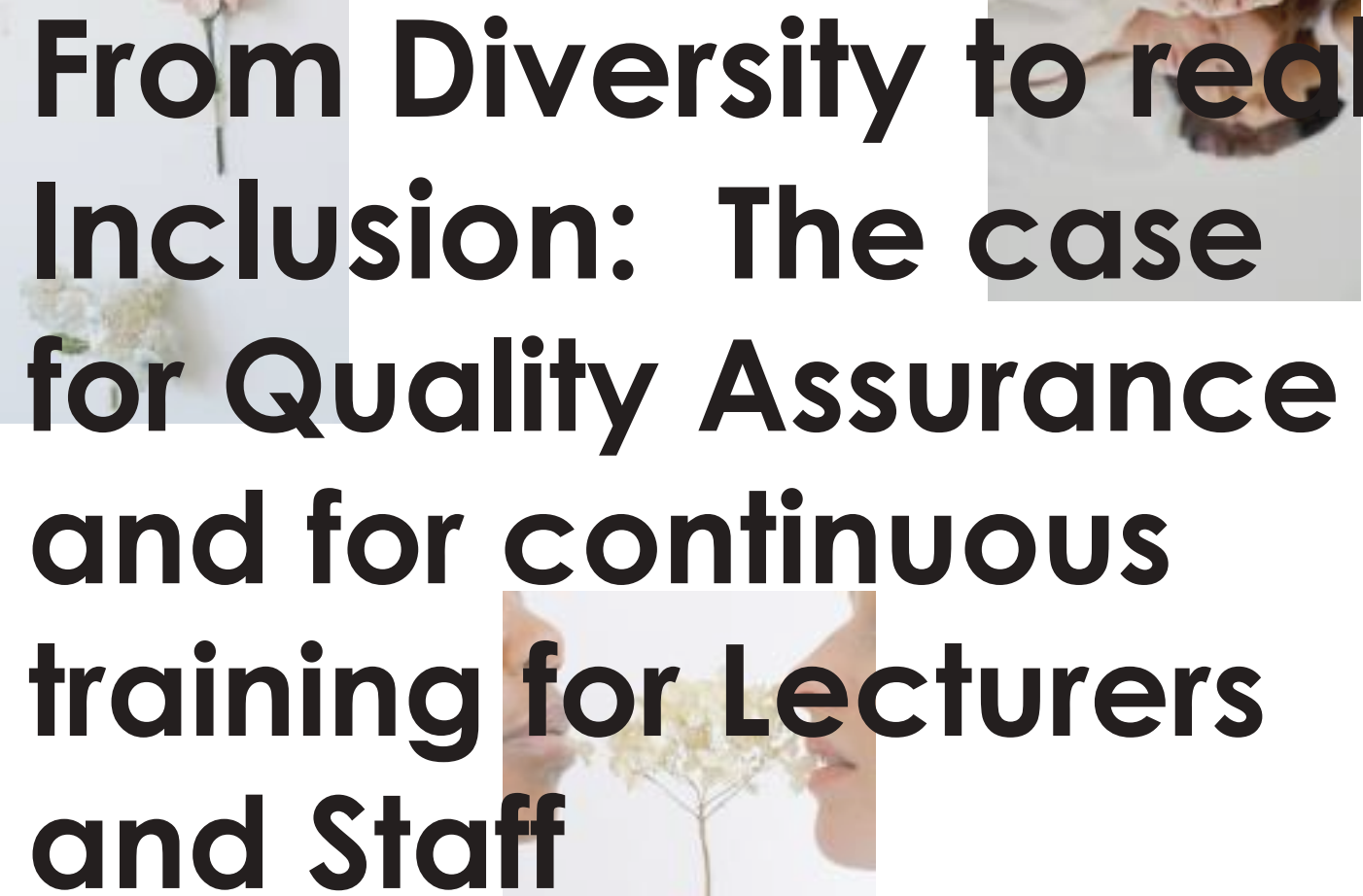
Diversity - Admissions policy

We are committed to excellence in admissions and aim to provide a professional and fair service for you. We aim to select students who have the ability and motivation to benefit from the course they intend to follow and who will make a contribution to university life. We declare to treat each you fairly, regardless of:

- age and race;
- religion, faith;
- belief and non-belief;
- skin colour;
- nationality and ethnic origin;
- disability;
- sexual orientation;
- gender presentation;
- marital or parental status;
- pregnancy and Maternity;
- political belief;
- social or economic class.

SEA-EU as an Alliance is committed to equality, equity, diversity and inclusion.






From Diversity to real Inclusion: The case for Quality Assurance and for continuous training for Lecturers and Staff

The STORM curriculum is diverse and has an inclusive approach that takes into account the educational, cultural and social backgrounds of each of the partner universities. A quality education must be, necessarily, an education that does not contemplate any type of discrimination.

As such, the Quality Assurance Committee, part of our governance structure, will be tasked with including an equality and diversity dimension

to the Quality Assurance mechanisms put into place for the programme. You, our students can and must contribute to this process to ensure we improve the quality of education and experience that we are providing to all our students.

To find out more information about teacher training opportunities to guarantee Equality and Diversity see [Annex 2](#).



People with disabilities

STORM is committed to ensuring equality of opportunity for its students ensuring that no one is unreasonably disadvantaged because of a disability.

All of the universities inside the consortium have an explicit policy of providing support for disabled students so that they can access the full range of academic, cultural and social activities the University offers.

The host University will take all reasonable steps to meet both the general need for access and the specific needs of disabled individuals. Any disability disclosure will be dealt with confidentially and sensitively by the academic and administrative staff running or lecturing in the programme.

As a minimum, each university agrees to adhere to the following principles:

- Ensure that institutional practices and attitudes are inclusive of students with disabilities and long-term health conditions.
- Students with disabilities must not be subjected to discriminatory treatment, victimisation, or harassment.
- Instead of focusing on the disability/condition itself, it is important to support individuals affected by it and the challenges they face, and to provide the necessary support and conditions to ensure their access.
- Make every effort to be proactive in making reasonable changes and taking proportionate actions to overcome impediments that may impede or disadvantage people with disabilities.

Gender Equality

We are aware that gender gaps in education are a significant issue, affecting employment opportunities, economic growth, and overall health. Although Gender Equality is a core value of the EU, this matter should not only be a permanent commitment of all institutions, but it should also be a collective responsibility that we have as a society. More information can be found within each university's policy.

- University of Brest: [Mission Egalite Femmes-Hommes](#)
- University of Malta: [Equity at UM](#)
- University of Cadiz: [Inclusion Erasmus+](#)
- University of Gdansk: [Gender Equality Plan](#)
- University of Split: [Gender equality at UNIST](#)
- NORD University: [Committee for Equality, Diversity and Inclusion](#)



Psycho-pedagogical help

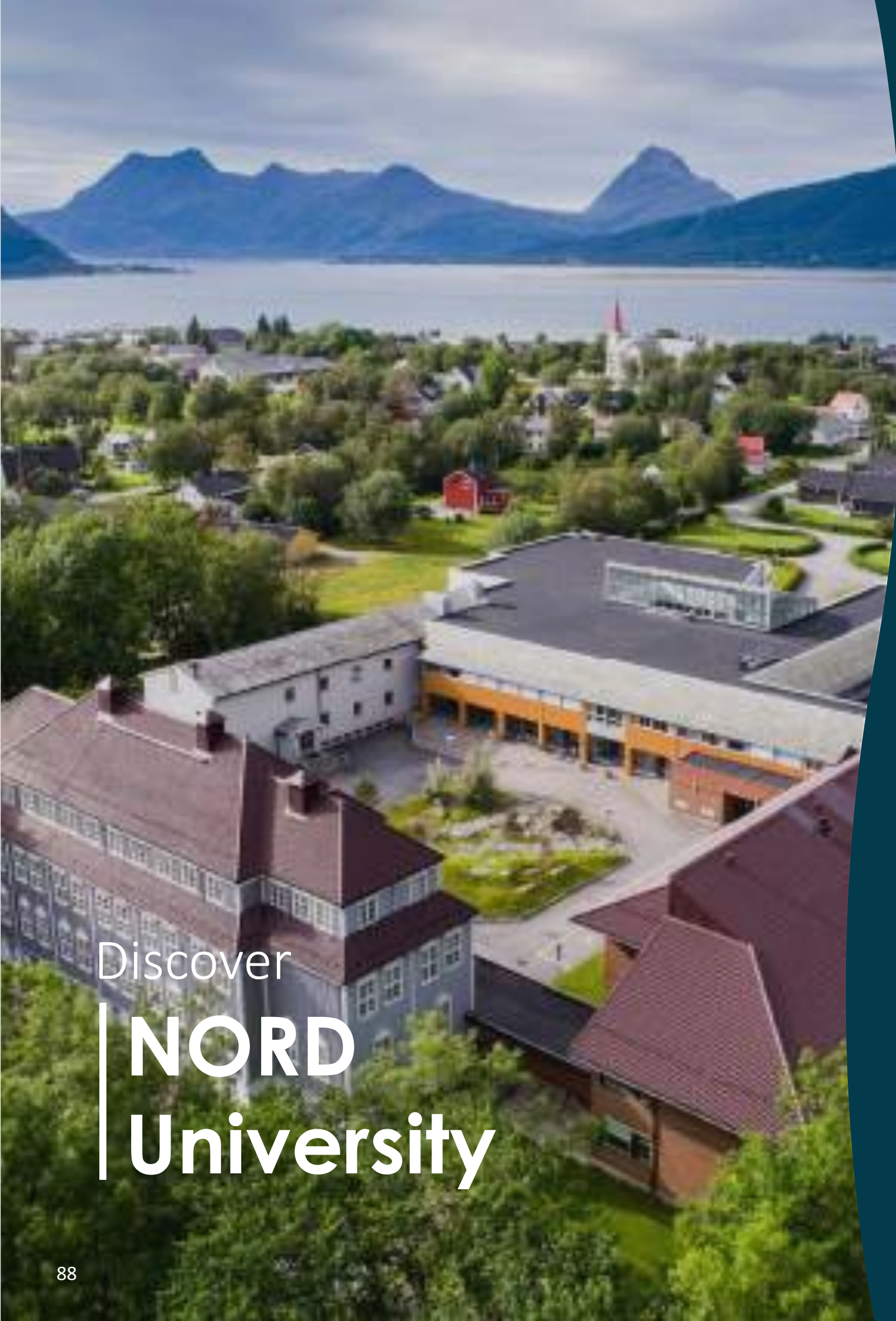
It is vital to know how to deal with you when you are in situations of risk or psychological crisis, therefore, the information and procedures provided by the universities will be easily accessible to you and the entire academic community.

The EMJM insurance that we have chosen will also include a 24h psychological helpline for those who require assistance. Each host institution will make mental health counselling services accessible, encouraging healthy behaviours that contribute to improving the quality of life of students:

- University of Western Brittany: [Accompagnement psychologique | Service de Santé Étudiante](#) and [Santé Psy Étudiant](#)
- University of Malta: [Mental Health Services - L-Università ta' Malta](#)
- University of Cadiz: [Servicio de Atención Psicológica y Psicopedagógica UCA](#)
- University of Gdansk: [Centrum Wsparcia Psychologicznego UG](#)
- University of Split: [UNIST Psychological counselling](#)
- NORD University: [Counselling in Bodo](#)

Health insurance

If you are EU students it is strongly recommended that you are in possession of a European Health Insurance Card. This free card gives access to medically necessary, state-provided healthcare during a temporary stay in any of the 27 EU countries. More information on the card and on how to obtain it is available at: <http://ec.europa.eu/social/main.jsp?catId=559>



Discover NORD University



City of NORD

Welcome to Bodø – the city at 68 degrees north that offers cultural diversity, big city living, and a short distance to magnificent nature!

Bodø is a vibrant city that has a lot to offer you. In addition to diverse cultural experiences, Bodø is the perfect base for outdoor activities and exploration of Northern Norway.



Bodø is located on a peninsula in the middle of Nordland's beautiful coastline and is therefore perfect for those who want an active lifestyle. A wonderful sign posted trail network can be found nearby – suitable for hiking, cycling, and skiing. In addition, there are large sports halls and several gyms.

If you prefer the outdoors and magnificent nature, you can pick and choose from the area's great coast and mountains. There are unlimited opportunities for those who like hiking, kayaking, mountain climbing, summit

tours, mountain biking, and paragliding. And much more!

The cultural life in Bodø is flourishing and it might be hard to choose among everything the city has to offer. Stormen Concert Hall and Library have received a lot of international attention and have become very popular among the city's inhabitants. Other highlights include the Nordland Music Festival and the Parken Festival, which draw thousands of happy audience members every year.



The University

The university has 11,000 students and 1,300 employees in study locations Bodø, Levanger, Steinkjer, Stjørdal, Mo i Rana, Nesna and Vesterålen.

Nord University is committed to delivering relevant educational programmes and research, with a focus on blue and green growth, innovation and entrepreneurship, and welfare, health and education.

The university has leading research communities within aquaculture, biosciences, innovation and entrepreneurship.

Nord University has established collaborations with international partners around the globe.

If you live in the north of Norway, you will have the chance to experience the wonder of the aurora borealis. The best time to see the phenomenon is between September and March.

The university admits international students from around the world and supports a lively and diverse student community.



How to get here?

You can get to Bodø by plane (Bodø Airport - BUU). There are buses running around the city, and other cities can be reached by long-distance bus or train.



The average annual temperature in Bodø is around 4 degrees elsewhere. However, this does not stop locals from leading an active, outdoor lifestyle! Go hiking, cross-country skiing, visit a Norwegian sauna, enjoy fishing, kayaking or cycling!

6

*key
student
contacts*

In order to guarantee a certain standard of quality for our students, your feedback/suggestions and complaints are welcome at the following email address: storm@sea-eu.org

6

1. Air Travel and other possibilities
2. Key Student Contacts: UBO, France
3. Key Student Contacts: UM, Malta
4. Key Student Contacts: UCA, Spain
5. Key Student Contacts: UG, Poland
6. Key Student Contacts: UNIST, Croatia
7. Key Student Contacts: NORD, Norway

Air Travel and other possibilities

In the Alliance we are very far from each other - spread all across the edges of the continent of Europe, so we know you'll have to take the plane sometimes. That's one of the reasons why as a student on this programme you won't have to move each and every semester. The planet needs open-minded mobile students, but it also needs less CO2 emissions.

We therefore encourage you, where possible, to limit the number of flights you take when travelling. To help you figure out different ways of getting from one place to another, visit the following websites:

- [Rome2Rio](#) - a website which will give a few realistic ways of travelling from place to place via rail.
- Or have a look at the [Network of Night Trains](#) at [Back On Track](#).

Look at the bright side: there is plenty of time to work on your dissertation, or your coursework, on the train!

Did you know?

Erasmus grants are slightly higher for those who opt for sustainable transport!



Key Students Contacts:

UBO, France



Administrative Contact

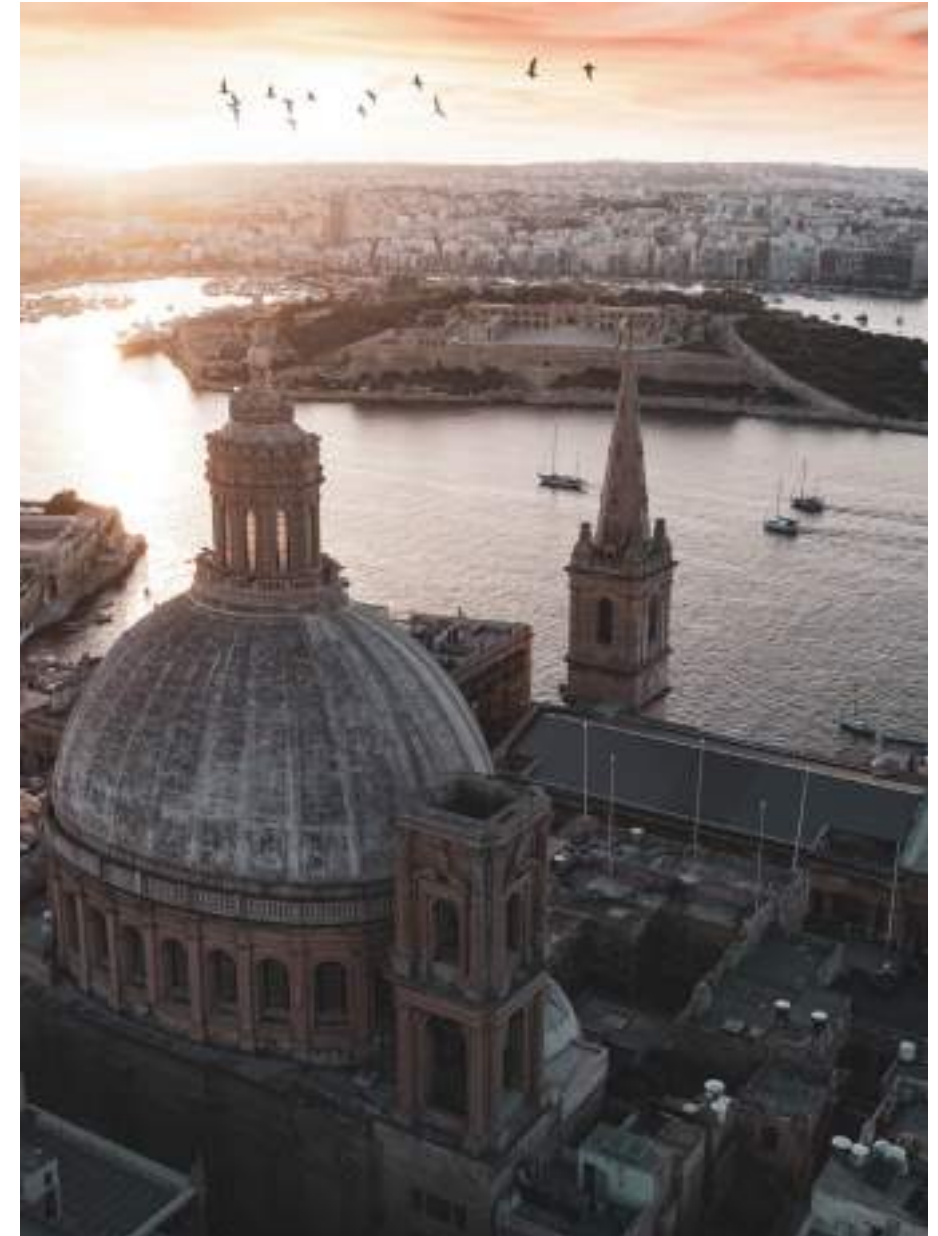
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Campus

Key Students Contacts:

UCA, Spain



Administrative Contact

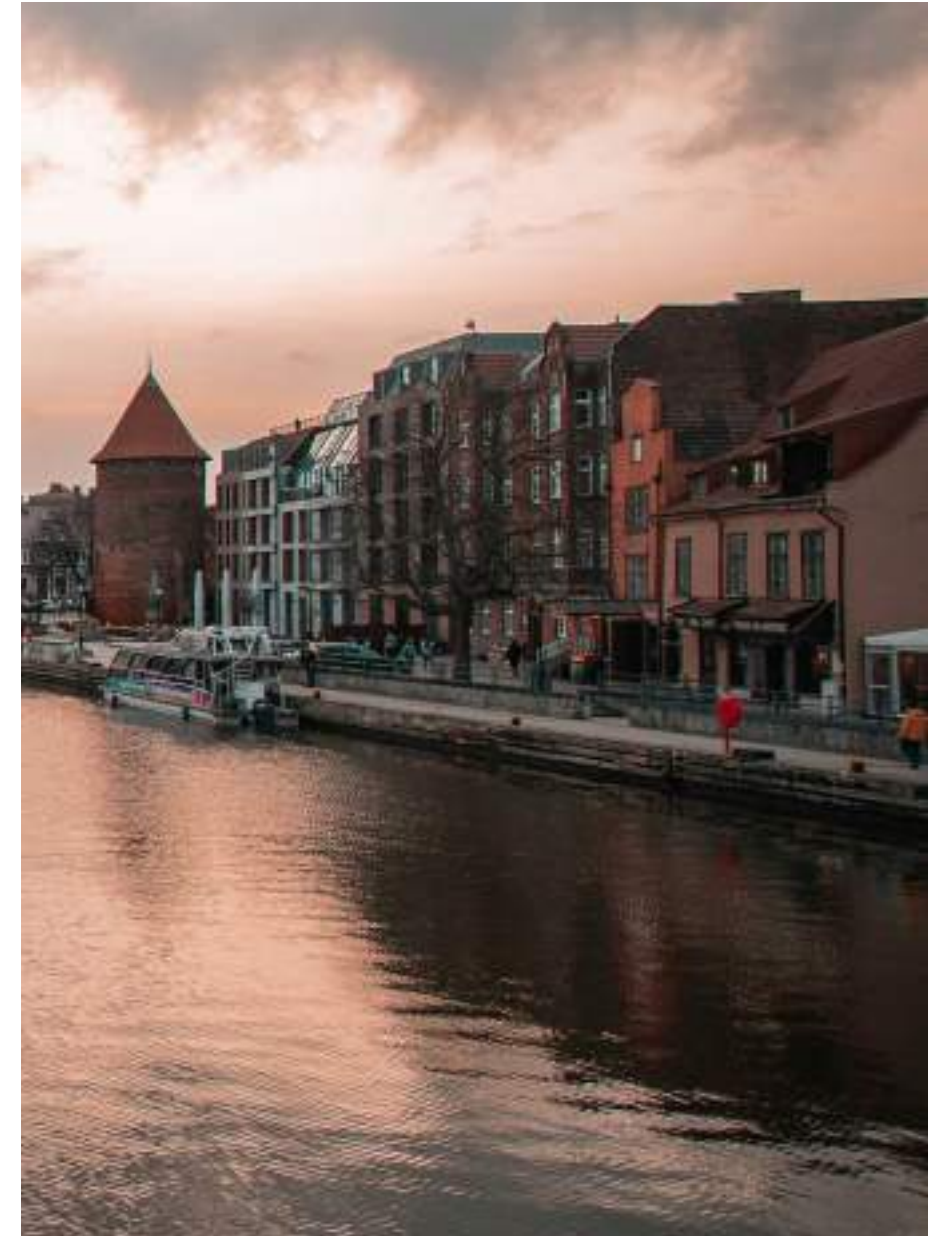
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Key Students Contacts: UNIST, Croatia



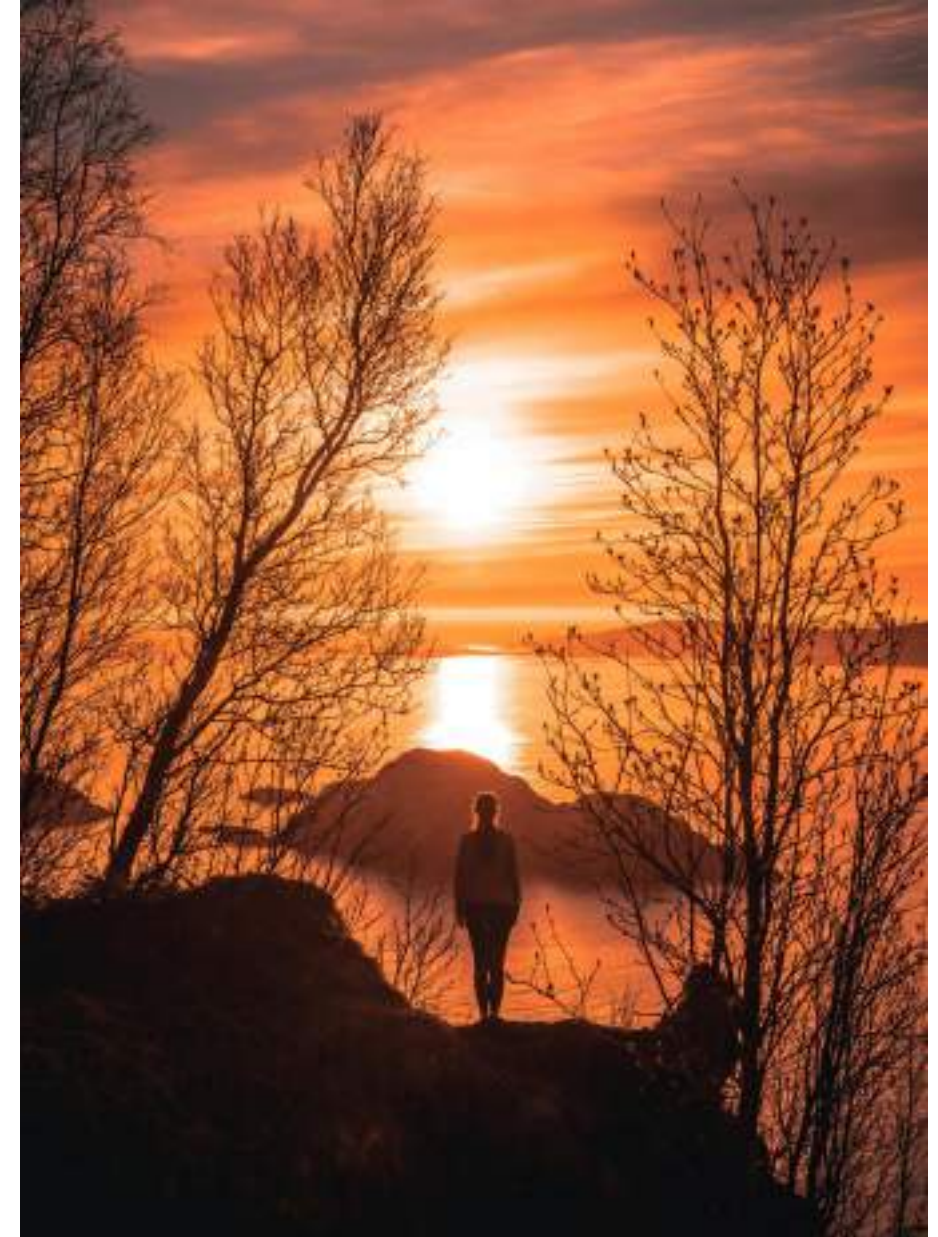
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Key Students Contacts: NORD, Norway



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Telephone: +47 7551 7837
Office: Nord Business School

Annex 1

National frameworks for internships



Comparisons of national frameworks were done at STORM and SEA-EU levels. These can be found below.

University of Brest

Law n° 2014-788 / 10 July 2014. This law contributes to the strengthening of the framework for internships in relation to matters such as the duration of internships, their financial arrangements and the tasks performed. This law stipulates that interns are not used as substitutes for permanent workers.

University of Malta

Internships (of non-UM students) at UM are governed by internal regulations which establish the definition and type of internships, duration, purpose of the training, agreements, roles of academic and non-academic/professional tutors, the rights and duties of each party involved, the final report, evaluation and recognition. <https://www.um.edu.mt/international/internships/>.

University of Cadiz

The national framework for internships, in Spain, is established by a national law regulating the internships of university students (<https://www.boe.es/eli/es/rd/2014/07/11/592>). This law establishes the definition and types of external internships, their duration, the training project, the agreements, the roles of academic and professional tutors, the rights and duties of each party involved, the final report, evaluation and recognition. Each University also has its specific internal operating regulations adapted to the characteristics of its titles and its business environment. UCA has an official placement agency, which does not have staff or resources, but this has been requested in the last Strategic Plan of our University (PEUCA3). However, at the moment UCA is in the process of developing an employability site in order to cover this service. Additionally, students and companies

every year can access events such as “the Employment Fair”, “the PIFE (Professional Guidance)” and the “Business Meetings.

University of Gdansk

There are no regulations concerning internships in Poland. The Law on Higher Education and Science stipulates that study programs may include internships (in practical studies, internships are obligatory and in Master studies they last 3 months). Internships, with exceptions, are free (for students and companies). The university signs agreements with workplaces on the organisation of the internship, and the student carries out the internship on the basis of a referral.

University of Split

No national or lower level regulation on internships in Croatia. As a result, different study programmes have different internal regulations in terms of internships. Some programmes do not require any internships, some have compulsory internships, others optional. Internships students may have ECTS attached or not. Similarly, the length of internship varies and is set by the study programme regulations (often between 3 and 12 weeks).

NORD University

Regulations on the supervision and control of the quality of Norwegian higher education (studietilsynsforskriften) Law - FOR-2017-02-07-13 paragraph 2-2-9 and 2-3-7 state that there must be an agreement between the university and the host organisation. For current internships NORD writes a tripartite agreement also including the student. For internship outside EU/EEA, either through a company or through a university provider, the agreement must include a legal basis for student data transfer and implementation of necessary security measures (GDPR- EU’s standard contract clause).

Annex 2

Training opportunities for staff: Diversity and Inclusion



It is a priority for STORM to guarantee that within the framework of the project, that the staff involved in the implementation of the master's programme will have the possibility to acquire the necessary competencies to train, assess and reinforce inclusion.

Indeed within SEA-EU 2.0, the equality and diversity expert group will provide a sphere for more training opportunities to be discussed at the Alliance level. We have also expressed a need to the Mobility Expert Group within SEA-EU for staff weeks to be created for staff working on joint programmes. This SEA-EU offering will be supplementary to the opportunities that will surely arise on our different campuses under training schemes within the remit of HR. The different offices below are in charge of training offerings amongst the partner institutions.

University of Brest

Teacher training is available at the SIAME central office. Some training sessions explicitly deal with inequity in the workplace.

- [Offre de formation | Service d'Ingénierie et d'Appui à la Médiatisation pour l'Enseignement](#)
- [Mission-egalite-femmes-hommes](#)

University of Malta

- [Equity Office - L-Università ta' Malta](#)

University of Cadiz

- [Delegación del Rector para las Políticas de Igualdad e Inclusión](#)

University of Gdansk

- University Center for Mediation and Arbitration
- Office of the Commissioner for Equal Treatment and Anti-Mobbing
- [Office for Persons with Disabilities](#)

University of Split

Psychological support, sport and legal support, students with disabilities office, career management support

- [University of Split](#)

NORD University

- [Committee for Equality, Diversity and Inclusion](#)
- [Counselling and health services](#)
- [Special Learning Arrangements](#)

Academic and administrative staff will be asked to participate in cooperation and networking activities managed by European Union agencies where appropriate.

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