



**Mondragon
Unibertsitatea**



**MONDRAGON
TEAM
ACADEMY**

CURRICULUM AND ACADEMIC REGULATIONS

Degree in Entrepreneurial Leadership and Innovation
2024-2025 (Falkon Model)

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1. INTRODUCTION

Mondragon Unibertsitatea is a cooperative university, founded in 1997 and officially recognized in Decree 4/1997 of 30 May, composed of three teaching cooperatives (Mondragon Goi Eskola Politeknikoa S.Coop, Enpresagintza S.Coop and HUHEZI S.Coop). In 2011, the Basque Culinary Center was created and became part of Mondragon Unibertsitatea. It is a university committed to its time and society, open to the world and projected to the future. A young and dynamic university of a cooperative nature that, from its very origin, stands out for its close relationship with the world of the company.

In May 2008, a team of intra-entrepreneurs at the Faculty of Business (MU Enpresagintza) created **Mondragon Team Academy (MTA)** as the entrepreneurship unit of Mondragon Unibertsitatea.

Mondragon Team Academy (MTA) is an international community in which over 2500 people and young people team up and contribute to the creation of a global network of social innovation ecosystem laboratories.

Since its foundation, it has been highlighted by its innovative approach to entrepreneurship education and entrepreneurship development, with experiential learning (learning by doing) and teamwork (team learning) being two of its fundamental pillars. Educational programs based on action and reflection prepare young people to face real challenges and challenges, in a society that requires constant change and adaptation.

Through values such as cooperation, social responsibility and entrepreneurship, MTA promotes awareness and the creation of projects that positively impact social, environmental and economic levels.

The **Degree in Entrepreneurial Leadership and Innovation (LEINN)** was the first program created in MTA. It was officially approved in July 2009 becoming the first official European degree in Entrepreneurship and Innovation.

From the very beginning of the creation of LEINN, different partners showed interest in collaborating internationally to develop LEINN and create MTA laboratories in their local communities and cities. This has allowed more and more young people to form through the entrepreneurship revolution in cooperative teams of MTA, becoming teampreneurs and thus transforming their local reality.

To date, there are 10 laboratories where the degree of LEINN is developed; Oñati, Irun, Bilbo, Madrid, Málaga, Barcelona, Valencia, Puebla, Seoul, and Shanghai.

2. PRESENTATION OF THE DEGREE: LEINN

The overall objective of the Degree in Entrepreneurial Leadership and Innovation is to train people and professionals trained to efficiently lead the creation of team-based companies. From an ethical and critical perspective that enables corporate social innovation. Highlighting their cooperative work capacity, the ability to learn and assume the responsibility of being agents of change. It accompanies people to be prepared to develop projects of social and economic transformation in a global and digital world, but from a perspective connected with local and community development.

The educational context at LEINN provides people with a local and global view of the ecosystems of entrepreneurship and innovation through the knowledge, skills and competencies they acquire through the use of innovative teaching methodologies throughout the degree and whose personal and professional development allows them to face and adapt to the changes of current and future society successfully.

One of the main keys of the title is the close personal, direct and constant relationship that is maintained with the local and global entrepreneurial ecosystem, through the realization of team-based entrepreneurial projects from the beginning of the degree, as a learning tool throughout the training cycle.

This strategic commitment, with entrepreneurship laboratories distributed in different parts of the State and the rest of the world that are connected and form the community of team entrepreneurs of LEINN (Mondragon Team Academy), allows professionals capable of driving and leading change in companies and organizations, in the search for social and economic transformation based on ethical principles and accountability to the planet and society.

2.1. TEAM-BUILDING: Cooperation makes us more competitive

Our primary learning tool is the team: your team. Every entrepreneur participates and learns working on several teams: your company or Team company, shared projects, learning units, management teams or forums. In other words: “we learn to interact and work with other people.” By working in teams, we learn how to implement entrepreneurial skills such as negotiation, leadership, time management, engagement and communication. All teams have a team coach. The team coach maintains the global view of what happens in the team, being aware of how to promote and support the learning of the team in each case.

2.2. REAL COMPANIES: You will create your own company with your team

The key to personal development and learning is in the constant interaction with the real world: creating a real company, working for real customers and in real projects. Team-based entrepreneurs are the protagonists, and they team up their own companies, reach out to real customers and provide offers and services. The team coaches and advisors accompanying these tasks are responsible for supporting and promoting this process, not directing it, offering a safe and optimal learning environment, thanks to the relationship with the business environment.

2.3. PURPOSEFULLY in whatever you want to learn

What do you really want to do in your life? What do you need to make your personal dream come true? Our starting point is always the passion and desire for teamwork. In addition, at LEINN, we focus not only on business success, but also on social and environmental impact, incorporating the concept of the triple-impact economy (people, profit, planet) both in the development of our projects and in learning trips.

2.4. Disruptive and radical EDUCATIONAL MODEL

Our learning method originates from the entrepreneurship unit Team academy, a team entrepreneurship teaching community operating within the Jyväskylä University of Applied Sciences (Finland). This method has been used for more than 20 years in Finland and has received special recognition by the Finnish Ministry of Education in 2006.

The Finnish educational model can be recognized in several concepts and tools of our program, such as: self-management and creativity, spaces for dialogue, teams that learn to undertake, sense of community, shared responsibility or in physical work spaces. This model is based on freedom and, on the other hand, on the assumption of responsibility.

2.5. INTERNATIONAL EXPERIENCE creating in the world, open to humanity

Learning Journeys are transformative experiences in which LEINNers explore different countries and cultures while developing projects with positive impact. During these trips, not only do they acquire practical knowledge, but the opportunity also arises to immerse ourselves in the daily life of local communities, understanding their challenges and opportunities.

Our learning trips lead us to different countries and different continents, where we collaborate with a network of local partners that allow us to immerse ourselves in the culture and business reality of each place. From Berlin to Korea, through India, New York and more, each destination offers us a unique perspective on entrepreneurship, innovation and sustainability.

3. SYLLABUS

The syllabus of our Bachelor's Degree is structured in a single cycle composed of four courses totalling 240 ECTS.

The competences acquired by graduates of this degree are the following:

GC/ General (personal) competences

GC1: Creativity

GC2: Openness and proactivity

GC3: Courageous and perseverance

GC4: Consciousness and forward-looking

GC5: Team players

GC6: Honesty and transparency

GC7: Passion

EC/ Specific (professional) competences

SC1: Global mindset

CE2: Innovative

SC3: Entrepreneurial leaders

SC4: Digital

EC5: Multi Communicators

SC6: Visionary

SC7: Results-oriented

EC8: Connected

The Syllabus is structured in the following modules, understood as academic units that include several subjects:

1. Fundamentals of business creation and management.
2. Entrepreneurship and customer focus.
3. Leadership, self-managed learning and personal development.
4. Team and community building and development.
5. Global people.
6. Design thinking, open innovation and business model generation.
7. Start-up Incubation and Intrapreneurship: investment and funding
8. Specialization and final degree project.

SYLLABUS

Plan of the DEGREE IN ENTREPRENEURIAL LEADERSHIP AND INNOVATION

1ST COURSE	ECTS	TYPE
Subject 1.1 Creation and Organization of a Company I	6	FB
Subject 1.3 Finance for Entrepreneurs I	6	FB
Subject 1.5 Emerging Technologies I	6	FB
Subject 2.1 Creation and development of the company: Tools for financial, legal and digital management I	12	FB
Subject 3.1 Leadership, self-driven learning and personal development I	10	OB
Subject 2.3 Customer management, marketing and sales I	5	OB
Subject 4.1 Team and community building and development I	10	OB
Subject 5.1 International Learning Journeys to Innovation and Entrepreneurship Ecosystems I	5	OB
2ND COURSE	ECTS	TYPE
Subject 1.2 Creation and Organization of a Company II	6	FB
Subject 1.4 Finance for Entrepreneurs II	6	FB
Subject 1.6 Emerging Technologies II	6	FB
Subject 2.2 Business creation and development: Tools for financial, legal and digital management II	12	FB
Subject 2.4 Customer management, marketing and sales II	5	OB
Subject 3.2 Leadership, self-driven learning and personal development II	5	OB
Subject 4.2 Team and community building and development II	5	OB
Subject 5.2 International Learning Journeys to Innovation and Entrepreneurship Ecosystems II	5	OB
Subject 6.1 Design thinking and business model generation I	5	OB
Subject 6.3 Strategy and Open Innovation I	5	OB

3RD COURSE	ECTS	TYPE
Subject 3.3 Leadership, self-driven learning and personal development III	5	OB
Subject 4.3 Team and community building and development III	5	OB
Subject 5.3 International Learning Journeys to Innovation and Entrepreneurship Ecosystems III	15	FB
Subject 6.2 Design thinking and business model generation II	5	FB
Subject 6.4 Strategy and Open Innovation II	5	OB
Subject 8.1: Exponential technologies and their applications in business and industry: Artificial Intelligence, BlockChain and Digital Manufacturing I	15	OB
Elective: Subject 7.1.1 Impact Start Up programme	5	OB
Elective: Subject 5.4.1 English	5	OP
Elective: Subject 5.4.2 Chinese	5	OP
Elective: Subject 5.4.3 Third language	5	OP
4TH COURSE	ECTS	TYPE
Subject 7.2 Incubation and intrapreneurship: access to investment and finance	20	OB
Subject 8.3 Final Degree Project	30	TFG
Subject 8.2: Exponential technologies and their applications in business and industry: Artificial Intelligence, BlockChain and Digital Manufacturing II	10	OB

4. ACADEMIC REGULATIONS

4.1. THE NEW CURRICULUM

European Credit Transfer & Accumulation System (hereinafter referred to as ECTS)

The study reform introduces the term "ECTS credit" as a new unit of value around which the curriculum is articulated. Each subject is valued in credits. One credit is equivalent to 25 teaching hours (face-to-face and non-face-to-face). Students will obtain credits in accordance with the systems for assessing knowledge, competences and evaluation established by the University.

➤ **Modules and Subjects**

The new curriculum is made up of modules and subjects. The modules are a set of topics that respond to the competences defined in the degree profile, and the topics are thematic units corresponding to the same area of knowledge. In turn, the topics are made up of subjects whose programmes are detailed in this teaching guide.

The subjects contained in the curriculum are classified as follows:

- **Basic Training:** these are introductory knowledge subjects corresponding to the branch of knowledge to which the degree is attached.
- **Compulsory and Optional Subjects:** these are those freely established by the University in each Study Plan. The former must be taken by the student, and the latter are those that the universities offer each year for the student to choose from, according to their preferences and/or interests.

4.2. REGULATORY FRAMEWORK OF THE CREDIT RECOGNITION AND TRANSFER SYSTEM

➤ *Recognition of credits*

- a) Credit recognition is understood to be the acceptance of credits that, having been obtained by the student in official courses, at Mondragon Unibertsitatea or at another University, are calculated in the Bachelor's Degree in Entrepreneurial Leadership and Innovation, for the purposes of obtaining an official qualification.
- b) By virtue of the inter-institutional agreements for the development of the LEINN double degree signed by Mondragon Unibertsitatea and 1) The Ibero-American University of Puebla (Mexico), and 2) Xing Wei College (China). The purpose of these agreements is to establish the specific framework of responsibilities, rights and obligations between the aforementioned institutions for the design, registration and implementation of the Bachelor's Degree in Leadership for Innovative Entrepreneurship of IBERO Puebla (Mexico) and the International Business Degree of XingWei College (China), and the recognition of both degrees by Mondragon Unibertsitatea with effects on the Degree in Entrepreneurial Leadership and Innovation.

The following rules on credit recognition shall apply to students covered by this agreement:

- Access to this degree is open to those who meet the necessary academic requirements for university entrance.
 - Based on this agreement, the 240 ECTS of the IBERO Puebla and XingWei College degrees can be recognised in collaboration with Mondragon Unibertsitatea. To this end, the equivalences between the programmes of the institutions have been developed and recognition tables have been established.
- c) Likewise, credits taken in other official non-university higher education courses, as referred to in Article 34.1 of Organic Law 6/2001, of 21 December, of Universities, may also be subject to recognition.

Table 1: Recognition of credits, other courses of study

Minimum number of ECTS recognised	Maximum number of ECTS recognised
6	36

In any case, the minimum unit of recognition shall be the subject.

The credits recognised in accordance with sections one.1) and two 2) will be graded with numerical grades, in accordance with the provisions of article 5 of R.D. 1125/2003, of 5 September.

d) This Faculty of Business Studies may recognise credits for courses taken at the University itself, at other Universities or in other degrees referred to in article 34.1 of Organic Law 6/2001, of 21 December, of Universities, depending on the suitability of the competences and knowledge associated with the subjects taken by the student and those foreseen in the syllabus, or if they are of a transversal nature, provided that the course load in ECTS credits is similar.

e) This Faculty of Business Studies may recognise credits for professionals who can accredit having acquired the competences of the degree in their professional performance. Under no circumstances will credits corresponding to Master's degree final projects be recognised.

The following requirements must be met for the recognition of credits for professional experience:

1. Provide documentary evidence of professional experience by submitting:

- ✓ The updated statement of employment
- ✓ Certification by the director or senior manager attesting to the applicant's professional and/or work experience, stating at least: the duration of the professional experience, the field of work in which the applicant has applied and the characteristics of the work performance.
- ✓ Declaration made by the applicant him/herself stating: the professional activity carried out, the professional competences acquired through this activity, the knowledge acquired, and the subject(s) for which recognition is sought.

2. The minimum unit of recognition will be the subject and the competences associated with it, ECTS units that do not constitute a subject cannot be recognised. Nor can credits corresponding to the final degree project be recognised.

f) The credits recognised under section a) will be graded with numerical grades, in accordance with the provisions of article 5 of R.D. 1125/2003, of 5 September. In the case of the credits recognised in sections b and c, these do not include a numerical grade, so they will not be counted for the purposes of the transcript of records. Likewise, the total number of these credits may not exceed 36 ECTS.

- g) The number of credits that may be recognised on the basis of professional or work experience and non-official university studies shall not exceed, overall, 15% of the total number of credits that make up the syllabus.
- h) Up to 6 ECTS credits from the syllabus may be recognised for participation in university cultural, sporting, student representation, solidarity and cooperation activities. For the purposes of the above, the Faculty of Business Studies will publish annually the activities that qualify for such recognition, indicating for each of them the number of credits that can be recognised and the mechanisms for accrediting participation in these activities.

➤ ***Transfer of credits***

Transfer of credits is understood to be the inclusion in the official academic documents the official accreditation of the studies followed by each student of all the credits obtained in official studies taken previously, at Mondragón Unibertsitatea or at another University, which have not led to the award of an official degree.

➤ ***Academic Record***

The student's academic transcript will include all the credits obtained by the student in official courses, from Mondragon Unibertsitatea or from another University, in order to obtain the degree, whether transferred, recognised or passed, indicating what is applicable in each case. In the case of recognised credits, the following information will be stated with reference to the courses of origin: the university(ies), the official courses and the branch to which they are attached; the subjects and/or subjects obtained and the number of credits, and the grade obtained.

➤ ***European Diploma Supplement***

The European Diploma Supplement issued to students reflects all the credits obtained by the student in official courses, from Mondragon Unibertsitatea or another University, in order to obtain the corresponding degree, whether they have been transferred, recognised or passed, with the same specifications as those determined for the Academic Transcript of Records.

4.3. TEACHING ACTIVITY AND STUDENT ASSESSMENT

➤ *Educational planning*

The Management of the Faculty shall ensure equality of conditions in the teaching and management of the courses leading to the award of the various degrees and specializations taught at the University.

The Faculty Management shall approve and publish in good time the school calendar for each academic year.

Before the opening of the enrolment period for each academic year, the Faculty will provide students with basic information on each of the subjects taught:

- Objectives, programmes and basic bibliography
- Evaluation System
- Methodology
- Holiday period
- Other teaching activities

In addition, all information considered to be of interest will be incorporated

The timetables for theory and practical classes shall include the names of the lecturers who teach them.

➤ *Incidents during assessment tests and the carrying out of assignments*

During an exam or any other assessment test, the use by the student of material not expressly authorized by the teaching staff, as well as the use of electronic devices or any unauthorized action aimed at obtaining or exchanging information with other people, may be considered cause for a "Fail" grade for the module, process or subject, without prejudice to possible disciplinary responsibility.

When writing assignments, plagiarism, self-plagiarism and the use of non-original material, including material obtained from the Internet without express indication of its origin and, if applicable, permission of its author, may be considered a cause for a "Fail" grade in the corresponding module, process or subject, without prejudice to possible disciplinary responsibility.

In the event of any of the circumstances regulated in the previous sections, the academic committee of the corresponding programme shall inform the vice-rectorate responsible for postgraduate studies.

➤ ***Failure to attend examination, assessment tests and evaluation***

As a general rule, if a student has not participated in the final evaluation, nor in 100% of the evaluable activities, their qualification will be “failed”.

Missing an exam or assessment test at university and obtaining a change of date is a very exceptional occurrence that takes place only in special situations.

Only excused reasons for non-attendance at an examination are considered to be justified (official proof must be provided):

- a) Illness that requires hospitalization and therefore physically prevents attendance or performance of the test.
- b) Death or extreme seriousness of a first or second degree relative within 48 hours prior to the event.
- c) An unpostponable court summons that prevents attendance at the test.

Any other reason is ruled out. Requests for a change of date will be made through the laboratory manager and will be sent to the tech skills coordination of the Degree, which will respond as soon as possible.

➤ ***First year. First time enrolment***

New students must compulsorily enroll for all the credits corresponding to the first year.

➤ ***Successive enrolments***

Once the permanence requirement established for each of the courses has been annually exceeded, the student must enroll in the same campus/laboratory/group, and in all the credits corresponding to each year, except in the case that the total number of credits remaining for the completion of the degree is less than the established minimum, in which case he/she must enroll for all of them.

➤ ***Permanence***

Students enrolled in the Bachelor's Degree in Entrepreneurial Leadership and Innovation must meet a series of annual objectives, both individually and as a team, in order to remain at the University and/or move on to the next year.

Minimum academic requirements to pass the 1st course

- 1) Have passed the subjects 5.1 International stays (learning journeys) to Innovation and Entrepreneurship Ecosystems I and subject 3.1 Leadership, self-driven learning and personal development I.

Students who do not meet this minimum requirement must drop out of university studies.

Minimum academic requirements to pass the 2nd year

- 1) All students must pass the subjects corresponding to the first year.
- 2) Have passed the subjects 5.2 International stays (learning journeys) to Innovation and Entrepreneurship Ecosystems II and subject 3.1 Leadership, self-driven learning and personal development II.

Students who do not meet these minimum requirements must drop out of university studies.

In order to ensure that the team meets the minimum academic requirements in June, a thorough monitoring of the individual and team results obtained up to that point will be carried out during the January evaluation.

Minimum academic requirements to pass the 3rd year

- 1) All students must pass the subjects corresponding to the second year.
- 2) Have passed the subjects 5.3 International stays (learning journeys) to Innovation and Entrepreneurship Ecosystems III.

Students who do not meet these minimum requirements must drop out of university studies.

In order to ensure that the team meets the minimum academic requirements in June, individual and team results up to that point will be closely monitored during the January evaluation.

Minimum academic requirements to start the Final Degree Project

- 1) Have passed all 2nd and 3rd year courses
- 2) Have passed the audits, legal, financial and technological of the month of December of the 4th year and have presented the settlement plan of the association.
- 3) Have successfully passed the subject “Exponential technologies and their applications in business and industries: Artificial Intelligence, Blockchain and Digital Manufacturing II”, which will be validated in the first semester evaluations of the team company and in the DEMO DAY held in front of a court.

Minimum academic requirements for the defence of the Final Degree Project

- 1) Prior to the defense, the student must justify that the association of which he/she is a member has been liquidated or is in the process of liquidation (he/she has filed the cessation of activity with the Tax Authorities and requested the cancellation of entries in the corresponding Register of Associations). With exceptions that will be analyzed by the Academic Committee.

Students who do not meet either of the two aforementioned requirements will defend the PFG in the next exam session or course, depending on the case.

The TFG (Final Degree Project) must be presented in the ordinary (February, July, September) or extraordinary (November) call of the academic year in which the student is enrolled.

If it is not presented on the dates indicated, an extension must be requested in writing, which must be approved by the Academic Committee of the degree programme.

The granting of this extension gives the student the possibility of extending the deadline for submission until the next call (ordinary or extraordinary), having to adjust to the dates established at the time for the delivery of the documentation and defense of the TFG, and having to re-register for the TFG.

Successive enrolments in the TFG do not imply the payment of the corresponding fees, except in the case that two years have passed since the first enrolment, in which case the support fee must be paid. Excluding exceptions.

Academic requirements applicable to all courses:

All students must take part in the usual learning and development dynamics carried out within the teams. These dynamics are subject to assessment throughout the degree, and all students must take part in them.

Students who do not participate in the team dynamics and evaluations will receive a negative evaluation.

All subjects are monitored through a continuous assessment system through which constant information is provided to students about the learning process. The evaluation process is carried out twice a year and once evaluated, there is no possibility of recovery in the same academic year.

Once the grades of the evaluation tests have been released, the students will be entitled to review their exercises before their responsible team professor within a maximum of one week. If the student is unable to attend the review within the time limit set for academic reasons or for duly substantiated serious personal reasons, a new date may be agreed with the teacher. Examinations/tests/activities may only be requested within 2 weeks after the evaluation. The review shall in any event be finalized before the publication and closure of the minutes.

Once the above review has been carried out, in case of non-conformity with the final grade obtained, the student may contest it by submitting the corresponding resource. The appeal against the qualification of the tests shall comply with the following rules:

1. If, following a review of a qualification on an evaluative activity, the student is in disagreement with that qualification, he or she may lodge a complaint which must be substantiated and in writing with the person responsible for the certification at the relevant laboratory.
2. The complaint must be lodged within 3 working days from the last date of review of the evidence.
3. Once the claim is accepted, the head of the degree in the laboratory will appoint a complaint court composed of two teachers from the corresponding area and which will exclude those who evaluated the student.
4. Before issuing the final decision (and always after the review of the activity rating), the court shall listen to the professor whose qualification is being contested. It also has the right to obtain from the student any clarifications it deems appropriate.
5. The Court shall record its decision in a record and shall notify the parties concerned within 10 working days of the acceptance of the complaint.

Students may use this means of recourse at most 3 times throughout the Bachelor's Degree. If the student has not gone to the review of the test whose qualification has been contested, he/she shall not have such a right of appeal.

In addition, an extraordinary assessment may be established for those who have not obtained the minimum requirements initially set for each subject. The period for this extraordinary assessment will be specified in the academic calendar. The request for an extraordinary assessment must be made in writing by the interested party to the Academic Coordination Office, which will decide whether it is appropriate (admission or rejection) after the academic head has sent the relevant reports on the basis of the request.

This extraordinary assessment may be requested only once and for a single subject throughout the degree.

As a general rule, students shall have two calls for each subject, one per year except:

- The subjects “International Learning Journeys in Innovation and Entrepreneurship Ecosystems I, II and III” as well as in the subjects “ Leadership, Self-Driven Learning and Personal Development I and II” that are part of the Permanence conditions established in the Degree, so there is no possibility to recover them.
- Likewise, for the subjects “International Learning Journeys in Innovation and Entrepreneurship Ecosystems I, II and III” it is not possible to request the Call for Grace (Extraordinary Test of Evaluation).
- The Final Degree Dissertation is regulated by its own regulations (Final Degree Dissertation - Academic Guide).

4.4. GRANTS AND STUDY AIDS

Information: <http://www.mondragon.edu/es/estudios/becas-y-ayudas-2>

4.5. SCHOOL INSURANCE AND CIVIL LIABILITY INSURANCE OF THE ASSOCIATION

School Insurance was created by law on 17 July 1953 (B.O.E. of 18 August) to guarantee social welfare for the benefit of students, providing them with protection and assistance in adverse, fortuitous or foreseeable circumstances.

Payment of the School Insurance is compulsory and is made at the time of registration.

This insurance is limited to the age of 28 years, so the center will take out a compulsory insurance policy, which has at least the same coverage as the school insurance policy for students over this age.

For their part, the Associations created for the degree as part of the learning process and as a means of carrying out the projects with the companies in accordance with point 4.3 have a civil liability insurance contracted for this purpose.

4.6. BEKABIDE

The University has a special programme, called Bekabide, which combines public and the University's own aid, adapting the payments to the student's financial possibilities.