MEMORANDUM OF UNDERSTANDING
between
University of Macerata (Italy)
and
Phenikaa University (Vietnam)

The University of Macerata, hereinafter also “UNIMC”, with headquarters in Via Crescimbieni nn. 30/32, postcode 62100, Macerata, Italy, represented by its Rector, Prof. Francesco Adornato, and Phenikaa University hereinafter “PU”, with headquarters at Yen Nghia Ward - Ha Dong District – Hanoi, Vietnam, represented by its President, Prof. Pham Thanh Huy. UNIMC and PU agree to establish this Memorandum of Understanding according to the following terms:

Article I – Relevance of the strategy
UNIMC and PHK agree this Memorandum is part of the mission on internationalization strategies for the two parties as well as institutional aim of the academic institutions involved. The agreement involves researchers in business administration, finance, accounting, economics and management in order to:
• create mutual understanding of the research frameworks strategies in an interdisciplinary way;
• share paths of theoretical-practical knowledge, oriented towards the development of plural languages;
• identify synergies between the Institutions – funded research, facilities and training activities;
• build a reference framework to define strategies for cooperation and social and community involvement.

Article II - Object
Purpose of the Memorandum is to develop the joint academic international cooperation through one or more of the following activities in a spirit of friendship and mutual understanding with financial burden on parties:
• promoting academic exchange and cooperation for scientific research, sharing innovative, technological and socio-economic contents and objectives, exchanging experiences related to educational and didactic systems in areas of common interest and participating reciprocally in national and international academic events such as seminars and meetings;
• enhancing the individual mobility of professors, researchers, students, PhD students and administrative staff for the benefit of international teaching, study and the exchange of know-how and best practices;
• strengthening the internationalization processes related to teaching, research and the third mission by fostering active scientific and educational cooperation through sharing bibliographic resources and academic projects of particular complexity and
interest.

Article III - Implementation
Should the implementation of the above-mentioned articles require an agreement between the parties or the provision of financial resources, the parties shall develop specific projects and working plans to be formalized in appropriate Addenda connected to this Memorandum. These Addenda (if applicable) shall specify the funds necessary for the implementation of the foreseen activities and each party will support their own individual outgoing mobility expenses:

- Addendum no. 1: plan of the scientific and didactic activities;
- Addendum no. 2: plan of individual mobility of students and teaching/training staff;

Article IV - Coordination and monitoring
In order to coordinate and monitor the jointly agreed activities, each University shall appoint its own representative as coordinator. UNIMC appoints prof. Francesca Bartolacci, PU appoints prof. Nguyen Phu Khanh. The two persons appointed shall periodically monitor the outcomes of this Memorandum and will report to their own academic bodies.

Article V - Intellectual property
The intellectual property rights arising from the activities realized in the framework of this memorandum belongs if they are the result of an individual activity, to each party as its author and/or to its author, if they are the result of common initiatives, to both parties and/or to their common authors. Publications shall mention this origin. For the activities which might produce outcomes with economic effects, the Parties shall jointly arrange the property rights and their protection according to their own rules.

Article VI - Use of the Logo of Universities
The parties may use the respective institutional logos for the purposes of the Memorandum related activities and documents under the following conditions:

a) neither party is authorized to use the name and logo of the other party for publicity and marketing. The use of the name of the other party factually to mention the collaboration is however authorized;

b) the use of the logo is specific to the activities of the memorandum and limited to the term of the same;

c) the use of the logo cannot damage in any way the good name, image, decorum, reputation of both parties;

d) The parties are kept free from any problem or title that may arise from the use of their logo, as well as from any use of the denigrating or misrepresentations of their public name.

Article VII - Resolution of disputes
The parties shall commit themselves to solving any dispute connected to the interpretation or implementation of this Memorandum through negotiation. When a
jointly agreed solution cannot be achieved, the disputes shall be submitted to the unappealable decision of a proper arbitration panel composed by three members. Each Party shall appoint one member. The two appointed members shall jointly appoint the third member with the role of chairperson.

Article VIII - Coming into force and terms
This memorandum shall be effective as of the latest signature date below and shall remain in force for a period of five (5) years following this date, unless written notice is given by either party. The notice shall take effect three months after the date of notification to the other Party. Nevertheless, the activities in progress in the framework of this Memorandum shall not be compromised by the notice and shall be normally concluded. This memorandum is drafted in English version, being legally binding. Each party shall keep one original copy.

Phenikaa University (Vietnam)  
University of Macerata (ITALY)

Date 24.01.2020  
Date 23 DIC. 2019

Prof. Pham Thanh Huy  
Prof. Francesco Adornato

Stamp:  
Stamp:
DIDACTIC AND SCIENTIFIC ACTIVITIES PLAN BETWEEN UNIVERSITY OF MACERATA (ITALY) AND PHENIKAA UNIVERSITY (VIETNAM)

- Considering the mutual interest of the University of Macerata (Italy) and the Phenikaa University (Vietnam) in establishing scientific and educational cooperation and relationship in order to the development of studies, in the fields of human, social, legal, educational, political and economical sciences, as well as the language and the culture of respective countries (specify the areas of common and scientific broad fields of interest).
- Considering the current memorandum of understanding as signed by both universities;
- Considering the specific areas of development and innovation in the two Countries;

IT IS AGREED AND WORDED AS FOLLOWS:

Relevance of strategy (according to the MOU)
The collaboration between UNIMC – University of Macerata (Italy) and PU-Phenikaa University (Vietnam) will be focused in establishing adequate relationship for the development of studies in the field of financial management, accounting, financial disclosure, performance assessment, sustainability and finance, marketing in order to:
• create mutual understanding of the research frameworks strategies in an interdisciplinary way;
• share paths of theoretical-practical knowledge, oriented towards the development of plural languages, in the context of intercultural education;
• identify synergies between the Institutions – funded research, facilities and training activities;
• identify and measure the impact arising from UNIMC and PU collaboration;
• act mutually as advocates for environmental research and each other, when interacting with decision-makers and other stakeholders;
• build a reference framework to define strategies for cooperation and social and community involvement.

Scientific and educational project and implementation:
The research will be conducted through participatory methodologies, increasing the construction networks and educational alliances that allow sustainability of actions in the future. The methodologies used in the agreement belong to qualitative research (educational/social fields); in particular, will focus on the combination of different approaches such as:
The development of research-action on the field with a direct impact on the local community (oriented to participatory planning);
- The creation of focus groups based on generative themes and in-depth interviews with professionals in the economics and finance sector and with stakeholders in the context.

Expected aims and dissemination:
The definition of a framework on the development of intercultural dialogue with the mediation of different languages / experiences that takes into account the tension between theory / practice, education / training and continuous learning from experience (with consequent joint publications with colleagues and professionals in the education fields);
The development of mutual research and practice in which to implement community experiences;
The organization of lessons, seminars and round tables to discuss the innovative elements of research and the challenges;
The implementation of communication and dissemination events on the territory (local, national and international level), in order to give a feedback about the learning processes and the results achieved during the program;

Phenikaa University (Vietnam)  
by: Prof. Pham Than Huy  
President  
Date: 24.01.2020  
Stamp:

Università of Macerata (ITALY)  
by: Prof. Francesco Adornato  
Rector  
Date: 23 DIC. 2019  
Stamp:
ADDENDUM n. 2

PLAN OF INDIVIDUAL MOBILITY ACTIVITIES
FOR TEACHING/TRAINING STAFF
BETWEEN UNIVERSITY OF MACERATA (ITALY)
AND PHENIKAA UNIVERSITY (VIETNAM)

- Considering the mutual interest of the University of Macerata (Italy) and Phenikaa University (Vietnam) in establishing scientific and educational cooperation and relationship in order to the development of studies, in the fields of human, social, legal, educational, political and economical sciences, as well as the language and the culture of respective countries (specify the areas of common and scientific broad fields of interest).
- Considering the current memorandum of understanding as signed by both universities;
- Considering the specific areas of development and innovation in the two Countries;

IT IS AGREED AND WORDED AS FOLLOWS:

Project e implementation:
PHASE 1 - sharing themes and research projects;
PHASE 2 - organization and mobility plan with the involvement of the parties;
PHASE 3 - sharing of the mobility agenda draft: educational activities, research program, seminars / conferences, meetings with stakeholders, planning of the evaluation and dissemination activities;
PHASE 4 - realization of mobility;
PHASE 5 - evaluation and dissemination.

The organizations involved will facilitate the teaching and research activities and the scheduled of the activities with the stakeholders involved. In addition, both partner countries will promote the actions planned during the mobility at academic and community level, so as to ensure interdisciplinary participation and exchange, and to issue a certificate of attestation of the activities carried out.

A. Mobility numbers per academic year

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
<th>SUBJECT AREA [ISCED]:</th>
<th>LECTURE</th>
<th>Number of teaching/training staff² [total number of staff and total number of days of teaching periods]</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIMC</td>
<td>PU</td>
<td>041 031</td>
<td>Business and Administration; Economics</td>
<td>2 professors for 1 week (trip excluded)</td>
</tr>
<tr>
<td>PHENIKAA</td>
<td>UNIMC</td>
<td>-----</td>
<td>Business administration; Accounting; Economics and Law</td>
<td>2 teachers for 2 weeks each</td>
</tr>
</tbody>
</table>

* For teaching staff: each member ensures, for a week on the move at least 8 hours of certified international teaching.

*For training staff: it can be scheduled for a maximum period of one working week (excluding travel), which includes activities for exchanging of good practices, job shadowing, presentations, project coordination.

Phenikaa University (Vietnam)
by: 
Prof. Pham Thanh Huy
President
Date: 24.01.2020
Stamp:

Università of Macerata (ITALY)
by: 
Prof. Francesco Adornato
Rector
Date: 23 DIC. 2019
Stamp:
## ADDENDUM n. 3

**PLAN OF STUDENTS INDIVIDUAL MOBILITY ACTIVITIES**
**BETWEEN UNIVERSITY OF MACERATA (ITALY)**
**AND PHENIKAA UNIVERSITY (VIETNAM)**

The institutions named below agree to cooperate for the exchange of students in the context of the Bilateral Agreement. The development of all activities is subject to the budget availability.

### A. Information about higher education institutions

<table>
<thead>
<tr>
<th>Name of the institution (and department, where relevant)</th>
<th>Abbreviation</th>
<th>Contact details (email, phone)</th>
<th>Website (eg. of the course catalogue)</th>
</tr>
</thead>
</table>
| Università of Macerata                                 | UNIMC        | Area Internazionalizzazione Ufficio Mobilità internazionale
Via Pescheria vecchia n. 8
62100 Macerata – Italia
Responsabile dell’Ufficio: Antonella TIBERI
cri@unimc.it
Tel. +39 0733 2586040
Fax +39 0733 2586039 | Sito web dell’Università: http://www.unimc.it/it
Home page del Dipartimento: http://www.unimc.it/it/didattica/dipartimenti
Home page studenti in entrata: http://iro.unimc.it/en/students/incoming-students/students-coming-within-international-agreements |
| Phenikaa University                                    | PU           | International Relation Office
Nguyen Trong Binh Street,
Hoadong District, Hanoi, Vietnam
Tel. +84 24 6329 0358 | PHENIKAA UNIVERSITY website: http://Phenikaa-uni.edu.vn |
B. Mobility numbers per academic year

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
<th>Subject area code [ISCED]</th>
<th>Subject area name</th>
<th>Study cycle short cycle, 1st, 2nd or 3rd</th>
<th>Total number of Students (please specify also the cycles: e.g. 1 student of 1st cycle: 2 students of 2nd cycle)</th>
<th>Total number of Months for each student</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIMC</td>
<td>Phenikaa University</td>
<td>041 031</td>
<td>Economics</td>
<td>2nd or 3rd</td>
<td>2</td>
<td>1 semester</td>
</tr>
<tr>
<td>Phenikaa University</td>
<td>UNIMC</td>
<td></td>
<td>Business administration and Law</td>
<td>2nd or 3rd</td>
<td>2</td>
<td>1 semester</td>
</tr>
</tbody>
</table>

C. Recommended language skills

The sending institution, following agreement with the receiving institution, is responsible for providing support to its nominated candidates so that they can have the recommended language skills at the start of the study or teaching period:

<table>
<thead>
<tr>
<th>Receiving Institution</th>
<th>Language of instruction 1</th>
<th>Language of instruction 2</th>
<th>Recommended language of instruction level³</th>
<th>Student Mobility for Studies</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIMC</td>
<td>Italian</td>
<td>English (where indicated)</td>
<td>B1 English</td>
<td></td>
</tr>
<tr>
<td>Phenikaa University</td>
<td>English</td>
<td>English</td>
<td>B1 English</td>
<td></td>
</tr>
</tbody>
</table>

D. Additional requirements

To be completed if necessary, other requirements may be added on academic or organisational aspects, e.g. the selection criteria for students and staff; measures for preparing, receiving and integrating mobile students and/or staff.

Financial and other responsibilities
UNIMC agrees to accept the prescribed number (2) of PHENIKAA UNIVERSITY exchange students, to enrol them as full-time, non-degree students having the same rights as the students of the host institution for the regular semesters of the

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³ For an easier and consistent understanding of language requirements, use of the Common European Framework of Reference for Languages (CEFR) is recommended, see [http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr](http://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr)
academic year and to provide them with tuition fee waivers. UNIMC will assist, as far as possible, in finding housing for PHENIKAA UNIVERSITY exchange students in residence halls of other accommodation. UNIMC will provide the appropriate orientation and assistance to PHENIKAA UNIVERSITY exchange students.

PHENIKAA UNIVERSITY agrees to accept the prescribed number of UNIMC exchange students, to enrol them as full-time, non-degree students having the same rights as the students of the host institution for the regular semesters of the academic year and to provide them with tuition fee waivers. PHENIKAA UNIVERSITY will assist, as far as possible, in finding housing for UNIMC exchange students in residence halls or other accommodation. PHENIKAA UNIVERSITY will provide the appropriate orientation and assistance to UNIMC exchange students.

All exchange students must register and pay tuition and other required fees at the home institution. The host institution will provide the necessary documents to enable the exchange students to obtain visas. The exchange students will be responsible for the payment of:

a. All incidental expenses as may be required by the study programme;
b. Transportation to and from the host institution;
c. Room and board expenses (including application fee for accommodation, where appropriate);
d. Medical insurance;
e. Guild fees/students union fees, if applicable;
f. Textbooks, clothing and personal expenses;
g. Passport and visa costs; and
h. All other debts incurred during the course of the year.

UNIMC:
In case of additional requirements in regard to academic, organisational or other aspects (e.g. students with special needs) please contact the International Mobility Office: cri@unimc.it.

PHENIKAA UNIVERSITY:
In case of additional requirements in regard to academic, organisational or other aspects (e.g. students with special needs) please contact the International Relations Office: hai.vungoc@Phenikaa-uni.edu.vn

E. Calendario

Academic Calendar
<table>
<thead>
<tr>
<th>Receiving institution</th>
<th>1st semester (fall semester)</th>
<th>Exams of the 1st semester (fall semester)</th>
<th>2nd semester (spring semester)</th>
<th>Exams of the 2nd semester (spring semester)</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIMC</td>
<td>end of September – middle of January</td>
<td>beginning of January – end of February</td>
<td>beginning of February – end of May</td>
<td>beginning of May – end of July</td>
</tr>
<tr>
<td>Phenikaa University</td>
<td>middle of August – end of December</td>
<td>January</td>
<td>Beginning of February – End of June</td>
<td>Beginning of July</td>
</tr>
</tbody>
</table>

Applications/information on nominated students must reach the receiving institution by:

<table>
<thead>
<tr>
<th>Receiving institution</th>
<th>Autumn term* [month]</th>
<th>Spring term* [month]</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIMC</td>
<td>June 30</td>
<td>October 30</td>
</tr>
<tr>
<td>Phenikaa University</td>
<td>June 30</td>
<td>October 30</td>
</tr>
</tbody>
</table>

* to be adapted in case of a trimester system.

UNIMC
Partner institutions should send their nominations by email (pls. give student’s first and family name, e-mail, area of studies and semester of Erasmus scholarship). The students accepted will receive a Welcome e-mail and useful information for their future stay at the University of Macerata. Then the students should apply according to the procedure given on: http://www2.unimc.it/ceri/studenti-stranieri/foreign-students-coming-within-international-agreements/enrolment-process.

Phenikaa University (Vietnam)

by:
Prof. Pham Thanh Huy
President

Date: 24.01.2020
Stamp:

University of Macerata (ITALY)

by:
Prof. Francesco Adornato
Rector

Date: 23 DIC. 2019
Stamp:

4 Please check the specific calendar of each Department on this page http://iro.unimc.it/en/students/incoming-students/erasmus-incoming-students/erasmus-incoming-students/didattica/academic-calendar.