



**UNIVERSITA' DEGLI STUDI DI MILANO**  
**PROGRAMME DESCRIPTION - ACADEMIC YEAR 2020/21**  
**IN**  
**MANAGEMENT OF HUMAN RESOURCES AND LABOUR STUDIES**  
**(MLS) Classe LM-62**  
**Enrolled from 2014/2015 academic year**

### **HEADING**

<b>Degree classification - Denomination and code:</b>	LM-62
<b>Degree title:</b>	Dottore Magistrale
<b>Curricula currently available:</b>	
<b>Length of course:</b>	2 years
<b>Credits required for admission:</b>	180
<b>Total number of credits required to complete programme:</b>	120
<b>Course years currently available:</b>	2nd
<b>Access procedures:</b>	open, subject to entry requirements
<b>Course code:</b>	B72

### **PERSONS/ROLES**

#### **Head of Study Programme**

Prof. Silvia Gilardi

#### **Tutors - Students**

Dott.ssa Maria Giulia Montanari

#### **Degree Course website**

<https://mls.cdl.unimi.it/en>

#### **Degree Course E-mail**

Email: [mhr@unimi.it](mailto:mhr@unimi.it)

### **CHARACTERISTICS OF DEGREE PROGRAMME**

#### **General and specific learning objectives**

The Msc in Management of Human Resources and Labour Studies (MLS) is an inspiring and challenging two-year programme that complements a business and management orientation with rigorous, interdisciplinary social science training, all from a comparative perspective.

The distinctive nature of the programme lies in its comparative approach, strong orientation toward analytics, and the adoption of a learning-by-doing teaching approach which is enriched by laboratories, guest speakers, and events.

The programme furnishes access to a network of practitioners, companies, and institutions to enlarge the breadth of learning by the students.

The course encourages students to extend their learning at the international level by joining the European Master in Labour Studies, and it provides opportunities for internships and Erasmus exchange programs

The programme offers two curricula entirely taught in English and which represent two interconnected aspects of the area of Management of Human Resources and Labour Studies:

1. The Human Resource Management and Employment Relations curriculum prepares students for a career in human resource management at the global level, with specific attention to a multidisciplinary set of competencies covering diverse topics like labour law, labour economics, industrial relations, organizational behaviour, as well as the different HR practices.

2. The Comparative Social Policy and Employment Relations curriculum prepares students for careers as social and labour policy analysts, project officers or policymakers, in the private and public sector, in applied research, social research institutions, public administrations, European and international institutions, NGOs. Its graduates are qualified to start an academic career at international academic institutions in the social science field.

#### **Expected learning outcomes**

The MLS programme aims at providing its students with advanced and complete training in different disciplines with

impacts in the broad domain of employment and labour.

Key features of the programme include:

- helping students to recognize and master the social science basis and inter-disciplinary nature of employment and labour regulation at both the systemic (policy-related) and organizational (HRM) level
- enabling students to analyse and evaluate decisions in the realm of employment and labour from different perspectives
- providing methodological support for decision analysis and decision-making
- by promoting critical and argumentative thinking
- comparing contexts and decisions in a comparative and global perspective

In addition, each of the two curricula has specific key features:

- Human Resource Management and Employment Relations (HRMER): analysis and evaluation of HR policies and approaches, design of HR practices, and change management of HR practices by adopting advanced methodologies, analytical tools and quantitative and qualitative techniques
- Comparative Social Policy and Employment Relations (CSPER): identification of socio-economic change at the domestic, European and global level, analysis of the interdependence between States and markets in advanced economies from a political economy, economic sociology and law perspective, a focus on social innovation and the welfare mix in contemporary policy responses.

For the Academic Year 2019/2020 the first year of COMPARATIVE SOCIAL POLICY AND EMPLOYMENT RELATIONS curriculum will be deactivated

MLS students will master theoretical and applied knowledge and skills in each of the following fields:

- Organization and management
- Human resource management
- Organizational development
- Training and development
- Hiring and recruitment
- Employment relations
- Industrial relations
- Labour and welfare policies
- Market and State roles in labour and welfare policies
- Labour laws and regulations
- Organizational behaviour
- Behavioural impact of incentives

### **Professional profile and employment opportunities**

The programme is designed to prepare students for a range of careers in the fields of human resource management, management, human processes and relations consulting, labour policies, and international employment relations.

Upon graduation, students will be prepared for management and research positions requiring expertise in human resources, organisational behaviour, labour law, and labour and employment policy.

### **Pre-requisites for admission**

The programme is intended for top-level Italian and international students. A maximum of 55 students are admitted each year, which guarantees an optimal ratio between instructors and students.

Admission is based on academic excellence. Applicants should have a bachelor's degree or equivalent; a strong interest and/or previous studies in economics, management, sociology, political sciences or related subjects; undergraduate or graduate training in mathematics and quantitative methods or a strong motivation to quickly fill their gaps in these fields; a sound knowledge of spoken and written English.

The evaluation process will consider the applicants' prior academic record, their motivation, and performance in the test.

Eligible candidates must meet the following requirements:

a) Applicants who have obtained their bachelor's degrees from Italian Universities are eligible for admission if they hold a "laurea" degree pertaining to any one of the "classi di laurea" (degree classes) listed below under the heading "Note 1".

Applicants who have completed their undergraduate studies at foreign universities are eligible for admission if they hold a bachelor's degree in economics, political science, or other broadly related subjects (from history to industrial engineering, from management to mathematics, from philosophy to sociology, and so on), provided that their bachelor's degree may be regarded as equivalent to one of the Italian "laurea" degrees listed below (Note 1).

b) All candidates holding a different bachelor's degree must have earned at least 6 ECTS in economics and/ or mathematics/ statistics. The ECTS credit value of foreign applicants' undergraduate studies will be assessed by the MLS admissions committee. Applicants holding an Italian bachelor's degree must have earned the required credits within the set of admissible "settori scientifico-disciplinari" (disciplinary scientific sectors) listed below under the heading "Note 2".

Applicants who have completed their undergraduate studies at foreign universities should exhibit a comparable academic record or competence in logic, statistics and mathematics.

c) Non-native speakers of English must be able to demonstrate their knowledge of English either by showing they have at least one year of university studies at institutions where the language of instruction is English, or by providing evidence of possessing a IELTS score of at least 5.5 or an equivalent to level B2 in the Common European Framework of Reference.

d) All candidates shall complete an online test to ascertain their knowledge. The test is composed of multiple choice questions. Candidates can prepare on the following textbooks:

1. Labour Economics

George Borjas, Labor economics, McGraw Hill 2012

2. Labour Law

A. S. Bronstein (2009), International and comparative labour law: current challenges, Palgrave Macmillan

3. Sociology of Work

R. Swedberg (2003), Principles of Economic Sociology, Princeton UP

C. Trigilia (2002), Economic sociology: State, Market and Society in Modern Capitalism, Wiley.

4. Social and Work Policies

Francis G. Castles, Stephan Leibfried, Jane Lewis, Herbert Obinger, and Christopher Pierson (Eds.) (2010), The Oxford Handbook of the Welfare State, Oxford University Press, in particular parts V (Policies) and VII (Worlds of Welfare)

A. Hemerijck (2012), Changing Welfare States, Oxford University Press.

5. Organization Theory and Design

Daft, R., L. (2010). Organizational Theory and Design. South-Western Cengage Learning.

Morgan, G. (2006). Images of Organization. SAGE Publication.

6. Strategic Human Resources

Dessler, G. (2015). Human Resource Management, 14th Edition. Pearson Edition.

7. Organizational Behaviour

Schultz D. & Schults S.E. (2010). Motivation, Job Satisfaction and Job Involvement. Psychology and Work Today (pp. 180-205). Tenth Edition. Pearson Edition.

e) When entering their application, applicants shall upload:

A. a letter where they explain their motivation for joining the programme, and

B. (at least) one recommendation letter, which specifically describes past academic or professional accomplishments, identifies strengths and weaknesses, evaluates the candidate in terms of academic (or professional) performance, commitment, and teamwork.

f) Applicants might be required to take an online interview through Skype

Admissions will be continuous during the Admission window with the possibility of early admission decisions.

Final decisions will be communicated with the following calendar:

A. Max 10 candidates admitted within Apr 30th

B. Max 10 candidates admitted within May 31st

C. Max 20 candidates admitted within Jun 30th

Admitted candidates will have one month to formally enrol. Failure to do so will result in the candidate being excluded and the next available candidate being notified of admission.

\* Note 1 (in Italian)

- L-05 Filosofia, - L-07 Ingegneria civile e ambientale, - L-08 - Ingegneria dell'Informazione, - L-09 Ingegneria industriale, - L-14 Scienze dei servizi giuridici-L-16 Scienze dell'amministrazione e dell'organizzazione, - L-18 Scienze dell'economia e della gestione aziendale, - L-20 Scienze della comunicazione, - L-24 - Scienze e tecniche psicologiche, - L-31 Scienze e tecnologie informatiche- L-33 Scienze economiche, - L-35 Scienze matematiche- L-36 Scienze politiche e delle relazioni internazionali, - L-37 Scienze sociali per la cooperazione, lo sviluppo e la pace, - L-40 Sociologia- L-41 - Statistica.

\* Note 2 (in Italian)

at least 6 ECTS: SECS-S/01 – Statistica; SECS-S/03 – Statistica economica; SECS-S/05 – Statistica sociale; SECS-S/06 – Metodi matematici dell'economia e delle scienze attuariali e finanziarie; SECS-P/05 – Econometria; MAT/01 – Logica matematica; MAT/05 – Analisi matematica; MAT/06 – Probabilità e statistica matematica

### **Compulsory attendance**

Attendance is mandatory

### **Degree programme final exam**

Having earned at least 99 credits for the learning activities contemplated by his/her study plan, a student may be admitted to the final examination leading to the award of the master's degree.

A total of 21 credits are reserved for the design, preparation and writing up of the master's dissertation.

The formal assignment of these credits can only take place at the moment when the dissertation is completed and discussed and the final examination has been passed.

The final examination consists in the submission and public discussion, before a committee, of a master's dissertation. The master's dissertation is an original piece of work, written by the candidate under the guidance of a supervisor.

## **EXPERIENCE OF STUDY ABROAD AS PART OF THE DEGREE PROGRAM**

### • DOUBLE DEGREE: Universität Bremen

Beginning in the Winter Semester 2015/16 the "Social Policy" Master Programme of the University of Bremen and the Laurea Magistrale "Management of Human Resources and Labour Studies" Master Programme of the University of Milan will offer to 4 students per university and per year a double degree programme in English. Students on the programme will spend their first academic year at the University of Bremen and their second academic year at the University of Milan. Students apply to the Programme at their home institution and this institution is responsible for screening the applications according to their regulations and providing the host institution with a list of selected and eligible candidates. The final admission of students is always subject to final approval by the host institution. In addition to the enrolment at the home university, students participating in the double degree programme enrol at the host university. Students, who have the University of Milan as their home institution, enrol at the University of Bremen for the 1st and the 2nd semester, students having the University of Bremen as their home institution, enrol at the host institution for the 4th, 5th and 6th trimester. The universities will waive the tuition fees during the obligatory studies at the host university. Students will be responsible for covering the travel and, if applicable, visa costs to the host country and living costs during their stay. The students' obligation to pay other public dues or duties while enrolled at the host university remains unaffected. For enrolment at the University of Bremen, the students need documentary proof of health insurance coverage. Students will have the opportunity to apply for an Erasmus grant, given that the Double Degree is part of the international mobility programmes

### • ERASMUS +

Students enrolled on the MLS programme can spend a study period abroad as part of the Erasmus+ Programme. Erasmus+ will provide opportunities to study, train, and gain work experience. Students can go abroad for 3 to 12 months (including a complementary traineeship period, if planned). The same student may receive grants for studying or being trained abroad for a total of up to 12 months maximum per each cycle of study. At the end of their study period students will receive full recognition for activities satisfactorily completed during the mobility period. The mobility is carried out in the framework of prior "inter-institutional agreements" between the sending and receiving institutions. Students can also join the traineeship programme (Placement). They may go abroad from 2 to 12 months. They can start their traineeship from the first year of study. The duration of a traineeship by recent graduates counts towards the 12 months maximum of the cycle during which they apply for the traineeship. The same student may receive grants for studying or being trained abroad for a total of up to 12 months maximum per cycle of study. For a traineeship which is an integral part of the curriculum, the sending institution must give full academic recognition for the period spent abroad. For a traineeship that is not part of the curriculum of the student, the sending institution shall provide recognition at least by recording this period in the Diploma Supplement or, in the case of recent graduates, by providing a traineeship certificate.

### • EMLS/ MEST Network

The MLS programme is partner in the European Master in Labour Studies network (EMLS/MEST), established among 12 leading European universities:

- ISCTE Lisboa (PT);
- London School of Economics (GB);
- Universidad Autonoma de Barcelona (E);
- Università degli Studi di Firenze (I);
- Universität Bremen (D);
- Universität Trier (D);
- Université Catholique de Louvain (B);
- Université des Sciences Sociales de Toulouse (F);
- Universiteit van Amsterdam (NL);
- University College Dublin (IE);

### **Study and internships abroad**

The program offers the option of attending part of the program in another European country, being part of the EMLS-European Master in Labour Sciences, established in 1993 in Toulouse by 4 universities acting as founding partners.

Presently, the EMLS network operates in 10 European countries (Germany, The Netherlands, Great Britain, Ireland, Belgium, France, Portugal, Spain, Slovenia, Italy) through 13 member universities, among the most prestigious in this field:

- London School of Economics (UK); • Universidad Autonoma de Barcelona (ES); • Universität Bremen (DE)
- Université Catholique de Louvain (BE) ; • University College -Dublin (IE); • Università degli Studi di Firenze (IT); • Université de Toulouse 1 Capitole- Toulouse (FR); • Universität Trier (DE) ; • Warwick University (UK); • Universiteit van Amsterdam (NL); • Instituto Superior de Ciencias do Trabalho-ISCTE Lisboa (PT); University of Ljubljana (SL); Università degli Studi di Milano (IT)

The overall objective of the network has been to establish a joint curriculum, with a distinctive focus on Europe in order to promote a comparative approach both in research and education in the field of Labour Studies.

To this end, member universities have each developed a similar, and comparable, multidisciplinary program.

All member university shall:

1. Provide knowledge on the European context
  2. Provide multidisciplinary training on labour studies (labour economics, labour sociology, labour psychology, labour law, labour politics, HRM)
  3. Develop a European comparative approach
- At the completion of the six-month program, which is part of the Erasmus+ program, students receive a degree from the Réseau Interuniversitaire Européen en Sciences du Travail.
- On the basis of the existing relation within the EMLS-MEST program, the MLS course has established a bilateral double degree agreement with the Universität Bremen, which will award a dual graduation to participating students.

### ADMISSION CRITERIA: 1ST YEAR OPEN, SUBJECT TO ENTRY REQUIREMENTS

N° of places reserved to non-EU students resident abroad  
25

<b>1st COURSE YEAR (Cancelled since academic year 2020/21) Core/compulsory courses/activities common to all curricula</b>		
Learning activity	Ects	Sector
Advanced Labour Economics	6	SECS-P/01
Comparative and European Labour Law	9	IUS/07
Data Analysis and Statistics	6	SECS-S/04
Economic and Social Regulation of Labour	9	SPS/09
Human Resources Management	6	SECS-P/10
Total number of compulsory credits/ects		36
<b>2nd COURSE YEAR Core/compulsory courses/activities common to all curricula</b>		
Learning activity	Ects	Sector
Labour Market, Education and Training	12	(6) SECS-P/01, (6) SPS/09
Total number of compulsory credits/ects		12
<b>Further elective courses common to all curricula</b>		
<b>Students need to choose one or more courses to obtain the required 9 CFU. The choice is unrestrained.</b>		
<b>Students need to acquire 3 CFUs choosing from: internship, workshops, other activities.</b>		
<b>End of course requirements common to all curricula</b>		
Final exam	21	NA
Total number of compulsory credits/ects		21

### LIST OF CURRENTLY AVAILABLE CURRICULA

HUMAN RESOURCE MANAGEMENT AND EMPLOYMENT RELATIONS Course years currently available: 2nd  
COMPARATIVE SOCIAL POLICY AND EMPLOYMENT RELATIONS Course years currently available:

### CURRICULUM: [B72-A] HUMAN RESOURCE MANAGEMENT AND EMPLOYMENT RELATIONS

<b>1st COURSE YEAR (Cancelled since academic year 2020/21) Core/compulsory courses/activities Curriculum-specific features HUMAN RESOURCE MANAGEMENT AND EMPLOYMENT RELATIONS</b>		
Learning activity	Ects	Sector
Organizational Behavior	9	M-PSI/06
Total number of compulsory credits/ects		9
<b>2nd COURSE YEAR Core/compulsory courses/activities Curriculum-specific features HUMAN RESOURCE MANAGEMENT AND EMPLOYMENT RELATIONS</b>		
Learning activity	Ects	Sector
Hiring and Recruitment	6	SPS/09
International Business Management and Accounting	9	SECS-P/08
Organizational Development and Change	6	SECS-P/10
Personnel Economics and HR Metrics	9	(6) SECS-P/01, (3) SECS-P/10
Total number of compulsory credits/ects		30

### CURRICULUM: [B72-B] COMPARATIVE SOCIAL POLICY AND EMPLOYMENT RELATIONS

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For the Academic Year 2019/2020 the first year of COMPARATIVE SOCIAL POLICY AND EMPLOYMENT RELATIONS curriculum will be deactivated

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<b>Learning activity</b>	<b>Ects</b>	<b>Sector</b>
Comparative Political Economy	12	SPS/04
Total number of compulsory credits/ects	12	
<b>2nd COURSE YEAR Core/compulsory courses/activities Curriculum-specific features COMPARATIVE SOCIAL POLICY AND EMPLOYMENT RELATIONS</b>		
<b>Learning activity</b>	<b>Ects</b>	<b>Sector</b>
Advanced Labour Law	6	IUS/07
Comparative Employment Relations	6	SPS/09
Labour Markets and Globalization	6	SPS/09
Social Innovation and the Welfare Mix	9	SPS/04
Total number of compulsory credits/ects	27	