



UNIVERSITA' DEGLI STUDI DI MILANO
PROGRAMME DESCRIPTION - ACADEMIC YEAR 2023/24
IN
MANAGEMENT OF HUMAN RESOURCES (MHR) (Classe LM-77)
Enrolled from academic year 2020/2021

HEADING

Degree classification - Denomination and code:	LM-77
Degree title:	Dottore Magistrale
Length of course:	2 years
Credits required for admission:	180
Total number of credits required to complete programme:	120
Course years currently available:	1st , 2nd
Access procedures:	open, subject to entry requirements
Course code:	B78

PERSONS/ROLES

Head of Study Programme

Professor Luca Solari

Tutors - Faculty

Guidance tutors

Professor Silvia Gilardi

Professor Massimo Pallini

Internship and traineeship abroad tutor

Professor Luca Solari.

Erasmus exchange programme and international mobility tutor

Professor Lisa Dorigatti.

Quality assurance delegate

Professor Nazareno Panichella

Degree Course website

<https://mhr.cdl.unimi.it>

Degree Course E-mail

Email: mhr@unimi.it

Services for students with disabilities

<https://www.unimi.it/en/study/student-services/services-students-disabilities>

Services for students with Specific Learning Disabilities (SLD)

<https://www.unimi.it/en/study/student-services/services-students-specific-learning-disabilities-sld>

CHARACTERISTICS OF DEGREE PROGRAMME

General and specific learning objectives

The Master's degree programme in Management of Human Resources (MHR) is designed to prepare students to accomplish an international career in the field of human resources. It aims to provide its students with high-level competencies to plan human resource management strategies, improve employee experience, and innovate people management practices.

It is a two-year academic programme entirely taught in English. An interdisciplinary and comparative approach, a strong orientation toward HR analytics, and a learning-by-doing teaching approach characterise it.

Expected learning outcomes

The MHR programme aims at providing its students with advanced and complete training in different disciplines with impacts on human resources.

Students will learn to:

- analyse and evaluate HRM policies and approaches.
- design HRM practices.
- change HRM practices by adopting advanced methodologies, analytical tools and quantitative and qualitative techniques.

MHR students will master theoretical and applied knowledge and skills in each of the following areas:

- Organization and strategic management
- Human resource management
- Organizational development
- Training and development
- Hiring and recruitment
- Employment relations
- Industrial relations
- Labour laws and regulations
- Organizational behaviour
- Human Resource Information System (HRIS)
- Digital HR and Analytics.

Knowledge and understanding.

Students will acquire theoretical and methodological knowledge about the dynamics of organizational work processes, the approaches to human resource management (HRM), individual-organization relationships, and employment relationships, with a multidisciplinary and comparative perspective.

Applying knowledge and understanding.

Students will develop their ability to apply theoretical and methodological knowledge to design, implement and analyse people management strategies and practices, considering multiple aspects (social, economic, juridical, and political) of organisational dynamics.

Making judgements.

Students will have learning opportunities to strengthen their ability to work independently and elaborate critical evaluations of the appropriateness of management strategies and their human, social and economic impacts within national and international organizations.

Communication skills.

Students will enhance their ability to clearly express and argue their proposals, present the results of their works, and fluently communicate in oral and written English, using disciplinary vocabulary appropriately. Particular attention will be paid to developing skills in communicating within the teams.

Learning skills.

Students will acquire an attitude to lifelong learning, which allows them to update their knowledge and continue autonomously deepening the issues related to people's management strategies in the workplace throughout their professional life.

Professional profile and employment opportunities

Human Resources Business Partner

Function in a work context:

Its main functions are management of relations with managerial figures, management of relations with the personnel, management of the interface between human resource management systems and procedures and personnel, support for strategic decisions related to the implications on human resources, management and education of administrative personnel procedures, management or planning process management support and budgeting. In the evolutionary phase, the role can take on an increasingly marked managerial and coordination value up to lead to the role of Senior HR Leader.

Skills associated with the function:

knowledge of human resource management systems and their characteristics, relationship management and organizational behavior, negotiation and interpersonal communication in complex contexts, administration and accounting, business strategy, data analysis and interpretation.

Employment opportunities:

Professional opportunities are primarily represented by the Human Resources and Organization Departments large companies with a global presence, both Italian and international, which have already absorbed numerous graduates in the past Human resources curriculum graduates. In addition, another outlet is represented by the consulting firms that is they deal with strategic redefinition processes and organizational planning as well as resource management human in Italy and abroad. Destination basins less significant numerically but still present are the personnel search and selection agencies and head hunting companies.

Human Resources Specialist

Function in a work context:

Its main functions are design management of human resource management systems, management in autonomy of part of the specialist processes of human resource management, management of the interface between systems and human resource management procedures and personnel, management and instruction of administrative procedures of the personnel, management or support to the management of the planning and budgeting process. In the evolutionary phase the role can assume an increasingly marked managerial and coordination role up to the role of Senior HR Specialist in various functional areas of the human resources department.

Skills associated with the function:

knowledge of human resource management systems and their characteristics, negotiation and communication interpersonal in complex contexts, administration and accounting, business strategy, analysis and interpretation of data, organizational design, change management.

Employment opportunities:

Professional opportunities are primarily represented by the Human Resources and Organization Departments large companies with a global presence, both Italian and international, which have already absorbed numerous graduates in the past Human resources curriculum graduates. In addition, another outlet is represented by the consulting firms that they deal with strategic redefinition processes and organizational planning as well as resource management human in Italy and abroad. Destination basins less significant numerically but still present are the personnel search and selection agencies and head hunting companies.

Organization consultant

Function in a work context:

development of analyzes and insights aimed at a diagnosis of organizational functioning, definition of plans action and their implementation.

Skills associated with the function:

knowledge of organizational systems, human resource management and their characteristics, negotiation interpersonal communication in complex contexts, administration and accounting, business strategy, analysis and data interpretation, organizational design, change management.

Employment opportunities:

Professional outlets are primarily represented by large companies with a global presence, both Italian and international, which have already absorbed numerous graduates in the past Human resources curriculum graduates. In addition, another outlet is represented by the consulting firms that they deal with strategic redefinition processes and organizational planning as well as resource management human beings in Italy and abroad. Destination basins less significant numerically but still present are the personnel search and selection agencies and head hunting companies.

Pre-requisites for admission

The programme is intended for top-level Italian and international students and it is subject to rigorous analysis of admission requirements.

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. The evaluation process will consider the applicants prior academic records and their consistency with the above-mentioned criteria. Admission is based on academic excellence.

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 from the ones listed in Note 1 must have earned at least 9 ECTS in economics or mathematics/ statistics. The ECTS credit value of foreign applicants undergraduate studies will be assessed by the MHR 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 must exhibit a comparable

academic record or competence in logic, statistics and mathematics.

c) Proficiency in English at a B2 level or higher per the Common European Framework of Reference for Languages (CEFR) is required for admission.

The B2-level requirement will be ascertained by the University Language Centre (SLAM) upon admission as follows:

- Language certificate of B2 or higher level issued no more than three years before the date of admission application. You will find the list of language certificates recognized by the University at: <https://www.unimi.it/en/node/297/>). The certificate must be uploaded when submitting the online application;

- English level achieved during a University of Milan degree programme and certified by the University Language Centre (SLAM) no more than four years before the date of admission application. In this case the process is automatic, the applicant does not have to attach any certificates to the application;

- Placement test administrated by the University Language Centre (SLAM) according to the calendar published on the website: <https://www.unimi.it/en/node/39267/>

All those who fail to submit a valid certificate or do not meet the required proficiency level will be instructed during the admission procedure to take the placement test.

Applicants who do not take or pass the placement test will be required to obtain a language proficiency certificate recognized by the University (see: <https://www.unimi.it/en/node/297/>) and deliver it to the SLAM via the InformaStudenti service by the deadline fixed for the master's programme (<https://www.unimi.it/en/node/39267/>).

Applicants who do not meet the requirement by said deadline will not be admitted to the master's degree programme and may not sit any further tests.

Applicants who do not take or pass the placement test will be required to obtain a language proficiency certificate recognized by the University (see: <https://www.unimi.it/en/node/297/>) and deliver it to the SLAM via the InformaStudenti service by August 31, 2023.

<https://www.unimi.it/en/study/student-services/welcome-desk-informastudenti>

Applicants who do not meet the requirement by August 31, 2023, will not be admitted to the master's degree programme and may not sit any further tests.

d) Admission will be awarded on the basis of academic merit, coherence of their previous curriculum with the learning objectives of the Master's degree in Management of Human resources, and a test which will be assigned upon application. Applicants might be interviewed for admission. Each applicant will have to submit, together with the application, a detailed curriculum vitae (CV). Failing to provide the above-mentioned documentation, the applicant will be excluded from the admission procedure.

Please, fill in the CV template available here: <https://mhr.cdl.unimi.it/en/enrolment> (Section Admission criteria)

Further information about the admission criteria and procedure, including the basic knowledge test, is available at the following link: <https://mhr.cdl.unimi.it/en/enrolment> (Section Admission criteria)

* Note 1 (in Italian)

- L-05 - Filosofia
- 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 9 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.

Programme structure

Teaching methods.

The MHR degree consists in a multidisciplinary programme, by which students must earn 120 ECTS credits to fulfil all requirements. Teaching activity takes place mainly in the form of in-class courses which include frontal lessons, exercises (e.g., case studies, group work), guest speakers, class discussions, class presentations. Further teaching is carried out through seminars and workshops with professionals. Courses organization

Each MHR course is organized through the delivery of individual modules. Multi-disciplinary courses can be divided into several teaching units that are assigned to different lectures.

Study plan submission.

The plan of study refers to the list of academic activities (mainly courses, but also workshops and other elective activities) that a student must complete in view of final graduation. The plan of study is shaped by students themselves, who chose their academic activities in line with MHR formal requirements. Each student must submit at least one plan of study before applying for graduation: the plan of study can be changed by submitting a new one the following year. Submission must be delivered online in February through the Unimia page.

Further information on the plan of study is available on the University website: <https://www.unimi.it/en/study/bachelor-and-master-study/following-your-programme-study/plan-study>

Further information on other elective activities to develop students' soft skills are available at <https://www.unimi.it/en/study/bachelor-and-master-study/following-your-programme-study/soft-skills>

Teaching organization

Teaching activities are normally divided into three quarters. The first quarter runs from September to December, the second from January to March, the third from April to June. Some elective activities (e.g., workshops) may follow a different calendar.

Details about the academic calendar 2023-2024 will be available at the following link:

<https://www.unimi.it/en/education/faculties-and-schools/political-economic-and-social-sciences/studying-political-economic-and-social-sciences>

Lecture timetable

Timetable of academic activities, with the indication of classrooms, is available at https://easystaff.divisi.unimi.it/PortaleStudenti/?view=home&include=homepage&_lang=en

Exam calendar

Information is available at the following link:

<https://www.unimi.it/en/study/bachelor-and-master-study/following-your-programme-study/sitting-exams/exams-calendar>

Tutorship.

The MHR degree programme provides a tutoring service to assist students at the beginning and during their learning journey.

Tutorship activities include welcome and guidance meetings on core aspects of the student experience (e.g., study plan; transition to the second year; Erasmus exchange programme; preparing the master's thesis; internships; after graduation).

Student desk staff for administrative information.

Santa Sofia street 9/1, Milan –

<https://www.unimi.it/en/study/student-services/welcome-desk-informastudenti/student-desks-locations-and-opening-hours>

Language test / computer literacy test

International students without an Italian degree or diploma can obtain 3 credits in Additional language skills: Italian by proving an Italian language proficiency at level B2 within the Common European Framework of Reference for Languages (CEFR). This level can be assessed by the end of the degree course in the following ways:

- by submitting the language certificate achieved no more than three years prior to the submission, at level B2 or higher, recognised by the University (the list of recognised language certificates can be found at: <https://www.unimi.it/en/node/349/>). The language certificate must be uploaded through the service <https://informastudenti.unimi.it/saw/ess?AUTH=SAML>, by choosing the category SLAM;
- by an entry-level test, organised by SLAM, which can be taken at the beginning of every semester.

Students who fail to reach level B2 will have to attend a 60-hour Italian course organised by SLAM and to pass the final test during the I semester of the second year of study in order to earn 3 ECTS credits of Additional Language Skills: Italian.

Compulsory attendance

Attendance is mandatory

Internship criteria

Students who do an internship in the human resource field during the MHR learning journey will get three credits.

More info is available at the following link:

Degree programme final exam

Having earned at least 105 credits for the learning activities included in their study plan, students may be admitted to the final examination leading to the award of the Master's degree.

A total of 15 credits are reserved for the design, preparation and writing of the Master's dissertation.

The formal assignment of these credits can only occur once the dissertation is discussed and the final examination has passed.

The final examination consists in the submission and public discussion, before a committee, of a Master's dissertation or a Business Plan.

The Master's dissertation is an original work, written by the candidate under the guidance of a supervisor and a co-supervisor.

EXPERIENCE OF STUDY ABROAD AS PART OF THE DEGREE PROGRAM

The University of Milan supports international mobility by providing its students with the opportunity to spend study and internship periods abroad. It is a unique chance to enrich your educational path in an exciting new environment.

The agreements entered into by the University with over 300 universities from the 27 EU member countries under the European Erasmus+ programme allow regularly enrolled students to carry out part of their studies at one of the partner universities or to undertake internships at companies, training and research centres and other organizations.

Similar international mobility opportunities are provided outside Europe, through agreements with a number of prestigious institutions.

Study and internships abroad

The MHR program offers the opportunity of attending part of the program in another European country, being part of the Network EMLS - European Master in Labour Studies (<https://www.emls-mest.eu>), established in 1993 in Toulouse.

Currently, this European inter-university network operates in eleven European countries (Belgium, France, Germany, Ireland, Italy, Portugal, Romania, Slovenia, Spain, The Netherlands, United Kingdom), and involves 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-ISCITE 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, to promote a comparative approach in research and education in the field of Labour Studies and to foster student mobility and collaboration in research. To this end, member universities have each developed a similar, comparable, multidisciplinary program, which provides a multidisciplinary training in labour studies (labour economics, labour sociology, labour psychology, labour law, labour politics, HRM).

How to participate in Erasmus mobility programs

The students at the University of Milan can participate in mobility programmes through a public selection procedure.

Ad hoc commissions will evaluate:

- Academic career
- the candidate's proposed study programme abroad
- his/her foreign language proficiency
- the reasons behind his/her application

Call for applications and informative meetings

The public selection for Erasmus+ mobility for study generally begins around February each year with the publication of a call for applications specifying destinations and requirements. Regarding the Erasmus+ Mobility for Traineeship, the University of Milan usually publishes two calls a year enabling students to choose a destination defined by an inter-institutional agreement or to find a traineeship position on their own.

The University organizes informative meetings to illustrate mobility opportunities and rules for participation.

Erasmus+ scholarship

The European Union grants the winners of the Erasmus+ programme selection a scholarship to contribute to their mobility costs, which may be supplemented by the University funding for disadvantaged students.

Language courses

Students who pass the selections for mobility programmes can benefit from intensive foreign language courses offered each

year by SLAM - University of Milan Language Centre.

Learn more at <https://www.unimi.it/en/node/8/>

For assistance, please contact:

International Mobility Office

Via Santa Sofia 9 (second floor)

Tel. 02 503 13501-12589-13495-13502

Contacts: InformaStudenti > Category: INTER Erasmus Studio

Student Desk booking through InformaStudenti <https://www.unimi.it/en/study/student-services/welcome-desk-informastudenti>

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

Application and enrolment information and procedures

Applicants, both foreign and Italian holding a bachelor's degree or expecting to obtain it by December 31st, 2023, must apply for admission to the MHR programme from March 6th to June 30th, 2023.

Extra-EU applicants from outside Italy, holding a non-Italian bachelor's degree or expecting to obtain it by December 31st, 2023, must submit a pre-application at the Italian Embassy of their own country. Extra-EU Applicants must apply for admission to the MHR programme from March 6th to May 31st, 2023.

Applicants will be assessed on the basis of academic merit, coherence of their previous curriculum with the learning objectives of the Master's degree in Management of Human resources, and a test, assigned upon application, aimed at evaluating the applicants' basic knowledge in the core areas of the MHR programme. Applicants might be interviewed for admission.

More details are available on the following MHR programme webpage: <https://mhr.cdl.unimi.it/en/enrolment>.

Links to enrolment information and procedures

<https://www.unimi.it/it/node/183/>

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

25

1st COURSE YEAR Core/compulsory courses/activities		
Learning activity	Ects	Sector
Advanced Labour Economics + Personnel Economics	12	SECS-P/01
Comparative and European Labour Law	9	IUS/07
Data Analysis and Statistics	6	SECS-S/03
Digital HR and Analytics	9	SECS-P/10
HR Information Systems	9	INF/01
Human Resources Management	6	SECS-P/10
International Business Management and Accounting	9	SECS-P/07
Organizational Behaviour	9	M-PSI/06
Total number of compulsory credits/ects		69
2nd COURSE YEAR Core/compulsory courses/activities		
Learning activity	Ects	Sector
Hiring and Recruitment	6	SPS/09
Total number of compulsory credits/ects		6
Elective courses		
<p>Students must get 18 credits (CFU/ECTS) by choosing two courses from the following list. To obtain the required 18 credits, students can choose only one course in the M-PSI/06 sector. Moreover, students can choose either a course in M-PSI/06 or a course in SPS/09. For more information, please look at https://mhr.cdl.unimi.it/en/courses/18-credit-activities</p>		
Advanced Strategic Management	9	(6) SECS-P/08, (3) SECS-P/07
Comparative industrial relations	9	SPS/09
Conflict Management and Negotiation	9	M-PSI/06
Economics of inequality	9	SECS-P/01
Learning and development	9	M-PSI/06
Organizational design	9	SECS-P/10
Organizational Transformation and Change	9	SECS-P/10
Performance and Compensation System	9	SECS-P/10
Further elective courses		
<p>Students must get 9 CFU/ECTS by choosing one or more courses offered by the University of Milan. The course of choice has to award a final mark. Please check https://mhr.cdl.unimi.it/en/courses/9-credit-courses.</p>		

Moreover, students must get 3 CFU by choosing from internship, workshops, assessment of advanced computer skills, assessment of advanced knowledge foreign languages, traineeship abroad.
Please check <https://mhr.cdl.unimi.it/en/courses/3-credit-activities>.

Students who do not have an Italian qualification can choose to obtain 3 CFU in Additional language skills: Italian (for more details see the section Language test / computer literacy test)

Additional Language Skills: Italian (3 ECTS)	3	ND
Advanced Language Skills: French (3 ECTS)	3	ND
Advanced Language Skills: German (3 ECTS)	3	ND
Advanced Language Skills: Spanish (3 ECTS)	3	ND

End of course requirements

Final exam		15	NA
	Total number of compulsory credits/ects	15	