



**UNIVERSITA' DEGLI STUDI DI MILANO**  
**PROGRAMME DESCRIPTION - ACADEMIC YEAR 2024/25**  
**IN**  
**MANAGEMENT OF HUMAN RESOURCES (MHR) (Classe LM-77)**  
**Enrolled from academic year 2020/2021**

### **HEADING**

<b>Degree classification - Denomination and code:</b>	LM-77
<b>Degree title:</b>	Dottore Magistrale
<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>	1st , 2nd
<b>Access procedures:</b>	open, subject to entry requirements
<b>Course code:</b>	B78

### **PERSONS/ROLES**

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

Professor Luca Solari

#### **Tutors - Faculty**

Guidance tutors

Silvia Gilardi

Massimo Pallini

Internship and traineeship abroad tutor

Massimo Pallini

Erasmus exchange programme and international mobility tutor

Lisa Dorigatti.

#### **Degree Course website**

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

Disability and DSA tutor Prof.ssa Silvia Gilardi

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

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

#### **Student registrar**

Via S. Sofia 9, 20122 Milano (MI) - Italy <https://www.unimi.it/en/study/student-services/welcome-desk-informastudenti>

### **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**

Knowledge and understanding.

At the end of the MHR degree programme, students will acquire knowledge of the major theoretical and methodological approaches for designing human resource management (HRM) strategies and for planning interventions in different areas of the employment relation (e.g., attraction and recruitment; training and development; compensation and benefit; affiliation; diversity and inclusion; well-being). Moreover, they will understand the complex interactions between HRM strategies, employees' behaviours, legal sources of employment relationships, labour market institutions, and digital technologies.

Applying knowledge and understanding.

Students will be able to apply theoretical and methodological knowledge to implement people management strategies. Moreover, they will learn advanced analytical tools and quantitative and qualitative techniques to assess and develop human resource management practices.

Making judgements.

Students will develop the ability to work independently and elaborate critical evaluations of the appropriateness of management strategies and their human, social and economic impacts.

Communication skills.

Students will enhance their ability to listen, express ideas, provide feedback and present the results of their project works clearly, 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 deepening and reflecting throughout their professional life on the social and ethical implications of people's management strategies in the workplace.

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

This two-year master's degree programme is designed to prepare students for a range of careers in the fields of human resource management, such as, HR business partner, HR generalist, talent management specialist, learning and development specialist, employee experience specialist, diversity and inclusion specialist, organization development specialist, compensation and reward specialist, industrial relations specialist, people analytics specialist.

Upon graduation, students will be prepared for management positions requiring expertise in human resources, organizational behaviour, labour law, personnel economics and organizational change management.

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

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

Applicants should have a bachelor's degree or equivalent, 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 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/39322>. 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, including levels based on language certificates submitted by the applicant during their Bachelor's degree at the University of Milan. 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/39322>) 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.

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 to ascertain their basic knowledge in some core areas (Organization theories and individual-organization relationship; Research methodology/descriptive statistics; Labour economics; Labour law).

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>

More information about the admission criteria and procedure, including the test of basic knowledge, 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

The MHR programme stimulates students' learning with an extensive range of teaching methods:

- Lectures;
- Classroom exercises (case studies, group work, plenary discussions, etc.);
- Guest speakers;
- Workshops with professionals;
- Laboratories on soft skills (<https://www.unimi.it/it/studiare/frequentare-un-corso-di-laurea/seguire-il-percorso-di-studi/competenze-e-abilita-trasversali>)

Moreover, the programme allows students direct access to a network of practitioners, companies, and institutions to enlarge the breadth of their learning through project works.

### Language test / computer literacy test

Among the electives, those who do not hold an Italian high school diploma or university degree can obtain 3 credits in Additional language skills: Italian by demonstrating B2 level in Italian per the Common European Framework of Reference for Languages (CEFR). This level can be assessed in one of the following ways:

- by submitting a certificate of B2 or higher level issued no more than three years prior to the date of submission. You will find the list of language certificates recognized by the University at: <https://www.unimi.it/en/node/349/>). The language certificate must be submitted to the University Language Centre (SLAM) via the Language Test category of the InformaStudenti service: <https://informastudenti.unimi.it/saw/ess?AUTH=SAML>;

- by an entry-level test administrated by SLAM that can be taken only once and is compulsory for all students who do not have a valid language certificate. Those who fail to reach B2 level will have to attend one or more than one 60-hour Italian course(s) 60-hour Italian course geared to their level.

Those who do not take the entry-level test or fail to pass the end-of-course test after six attempts will have to obtain language certification privately in order to earn the 3 credits of Additional language skills: Italian. As an alternative, they can modify their course programme by choosing a different elective.

### **Compulsory attendance**

Attendance is mandatory

### **Procedures for exam registration and admittance**

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>

### **Procedures for enrolment in courses / seminars / lab activities**

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

Tutorship activities include welcome meetings 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).

### **Study plan definition and submission for approval**

The study plan is a list of academic activities (courses, exams, laboratories and other activities) that each student must complete during the degree programme.

Each student must submit at least one plan of study before applying for graduation.

Details are available at the following link:

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

### **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:

<https://mhr.cdl.unimi.it/en/courses/3-credit-activities>

### **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.

### **Lecture timetable**

Teaching organization

Lessons and educational activities are organized in three quarters:

- 1st Quarter: from half of September 2024 to December 2024
- 2nd Quarter: from January 2025 to March 2025
- 3rd Quarter: from April 2025 to June 2025.

Details about the calendar 2024-2025 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>

Class schedule

Information is available at the following link:

[https://easystaff.divisi.unimi.it/PortaleStudenti/?view=home&include=homepage&\\_lang=en](https://easystaff.divisi.unimi.it/PortaleStudenti/?view=home&include=homepage&_lang=en)

## **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-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, 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 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; [mobility.out@unimi.it](mailto:mobility.out@unimi.it)

Student Desk booking through 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, 2024, must apply for admission to the MHR programme from January 22nd to May 31st, 2024.

Extra-EU applicants from outside Italy, holding a non-Italian bachelor's degree or expecting to obtain it by December 31st, 2024, 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 January 22nd to April 30th, 2024.

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

<b>1st COURSE YEAR Core/compulsory courses/activities</b>		
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
<b>2nd COURSE YEAR Core/compulsory courses/activities</b>		
Learning activity	Ects	Sector
Hiring and Recruitment	6	SPS/09
Total number of compulsory credits/ects		6
<b>Elective courses</b>		
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 <a href="https://mhr.cdl.unimi.it/en/courses/18-credit-activities">https://mhr.cdl.unimi.it/en/courses/18-credit-activities</a>		
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
<b>Further elective courses</b>		
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 look at <a href="https://mhr.cdl.unimi.it/en/courses/9-credit-courses">https://mhr.cdl.unimi.it/en/courses/9-credit-courses</a> .		
Moreover, students must get 3 CFU by choosing from internship, workshops/laboratories, assessment of advanced computer skills, assessment of advanced knowledge foreign languages, traineeship abroad.		
Please check <a href="https://mhr.cdl.unimi.it/en/courses/3-credit-activities">https://mhr.cdl.unimi.it/en/courses/3-credit-activities</a> .		
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
<b>End of course requirements</b>		
Final exam	15	NA
Total number of compulsory credits/ects		15

