



UNIVERSITA' DEGLI STUDI DI MILANO
PROGRAMME DESCRIPTION - ACADEMIC YEAR 2026/27
BACHELOR
MANAGEMENT OF ORGANIZATION AND LABOUR (MOL)
Enrolled in 2026/2027 academic year

HEADING

Degree classification - Denomination and code:	L-16 R
Degree title:	Dottore
Curricula currently available:	HUMAN RESOURCES MANAGEMENT / LABOUR CONSULTING
Length of course:	3 years
Total number of credits required to complete programme:	180
Years of course currently available:	1st
Access procedures:	Open, subject to completion of self-assessment test prior to enrolment
Course code:	BAG

PERSONS/ROLES

Head of Study Programme

Prof.ssa Alessandra Lazazzara

Tutors - Faculty

Responsabile Qualità Prof.ssa Beatrice Magni
Stage e attività alternative (inclusi seminari) Prof.ssa Franca Maino
Responsabile Erasmus Dott.ssa Emanuela Shaba
Referente Curriculum Consulenti del Lavoro Prof. Massimo Pallini
Referente Pratiche Studenti Prof.ssa Beatrice Magni

Degree Course website

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

Prof.ssa Alessandra Sartori

Information on services for students with disabilities can be found here:

<https://www.unimi.it/it/studiare/servizi-gli-studenti/servizi-studenti-con-disabilita>

Information on services for students with DSA can be found here:

<https://www.unimi.it/it/studiare/servizi-gli-studenti/servizi-studenti-con-dsa>

Student registrar

Via S. Sofia 9/1 - 20122 Milano (MI) - Italia <https://www.unimi.it/it/studiare/servizi-gli-studenti/segreterie-informastudenti>

CHARACTERISTICS OF DEGREE PROGRAMME

General and specific learning objectives

The Bachelor's degree program in Organizational and Labor Management (MOL) is designed to train experts capable of working effectively within private companies, public administrations, and complex organizations at the national and international levels, as well as in service organizations operating in the nonprofit sector. The curriculum aims to impart the basic and multidisciplinary skills necessary to organize, administer, and develop human resources, as well as to design, implement, and manage public policies, such as those related to labor and employment. The multidisciplinary approach and interdisciplinary integration underlying the degree program allow students to position themselves within a broad international context, while also maintaining a strong connection to the Lombardy and Milan regions and orienting themselves to and adapting to the specific needs of the local labor market by promoting innovation and economic, social, and civic development.

The characteristic and distinctive features of the degree program's curriculum are as follows:

- Interdisciplinary integration: The program balances diverse disciplinary approaches (economic, organizational, legal, sociological, political science, psychological, linguistic, and historical), offering a comprehensive and rigorous understanding of issues related to the world of work.
- Focus on public and labor policies: Students develop an in-depth understanding of issues related to public policies and the management of the labor force, addressed through an interdisciplinary approach.

- Organizational and administrative skills: The program emphasizes the development of skills useful for the regulation, management, and development of human resources, which are central to contemporary economies.
- Technological and digital innovation: The program promotes the acquisition of technological and digital skills necessary to address the challenges of organizational change and effective communication.

The degree program aims to apply theoretical knowledge in relation to the following educational objectives:

- Skills applicable to the professional world: The program aims to ensure that the theoretical knowledge acquired translates into practical skills that can be applied in a professional setting.
- Addressing diverse learning needs: The program pays particular attention to the needs of students from diverse backgrounds, including recent high school graduates, public administrators, and private-sector professionals.
- In-depth analysis of national and supranational dynamics: The program explores the operational dynamics of Italian and foreign public administrations, with a focus on relations with European and supranational institutions.

The program is structured as follows:

First year: Dedicated to acquiring foundational skills in economics, organization, law, sociology, political science, psychology, linguistics, and history.

Second year: Focused on core disciplines, with an in-depth exploration of specific skills across various academic fields.

Third year: Features multidisciplinary thematic specializations and differentiated curricula, aimed at enhancing highly professionalized pathways. Students acquire specialized skills based on their chosen curriculum.

This educational structure allows students to develop a versatile and competitive professional profile, preparing them to face the challenges of the workforce in managerial, organizational, and administrative fields. The division of curricula in the third year enables strong educational synergies during the first two years, dedicating the final year of study to the specific teaching requirements demanded by a professionally oriented program. The first curriculum, titled Human Resource Management, is designed to equip students with the skills necessary for personnel administration and industrial relations within companies; the second, titled Labor Consulting, aims to provide the skills required to enter the profession of labor consultant, including through specific agreements established with the National Association of Labor Consultants.

Expected learning outcomes

Knowledge and Understanding

The Bachelor's degree program in Organizational and Labor Management aims to provide students with the basic conceptual and methodological tools needed to understand the dynamics of work and business from a multidisciplinary perspective. Upon completion of the program, students will have acquired knowledge of:

- the main economic, legal, political science, sociological-organizational, and psychological theories that explain the processes and operating rules of complex organizations and labor markets;
- social and labor policies and legal regulations governing employment relationships, under both Italian and European law;
- tools for analyzing the socio-economic market and the main techniques for business management and human resource development;
- digital technologies used in organizational settings for the analysis and visualization of structured data.

These objectives are assessed through reports and individual or group assignments completed during individual courses; written or oral exams, or practical tests at the end of each course.

Ability to apply knowledge and understanding

Students will develop the ability to interpret the impact of labor policies and legal institutions on the functioning of the labor market and businesses, as well as to analyze organizational problems, including those related to the introduction of digital technologies. They will be able to apply this knowledge to design, manage, and evaluate labor policies and organizational strategies. In particular, the ability to apply knowledge and understanding is demonstrated in the following areas:

- selection, management, and administration of human resources in productive organizations, including multinational or overseas-based companies, as well as in freelance or consulting contexts;
- management of labor-management relations;
- data analysis to assess labor market trends and the impacts of labor policies, using IT and statistical tools.

These objectives are assessed through exercises, case studies, and project work based on problem-solving techniques, aimed at acquiring not only theoretical but also practical skills. Furthermore, additional training activities such as workshops organized by the degree program, internships, and placements at public and private institutions?with which the program maintains ongoing collaborations?contribute to strengthening these skills.

Independence of Judgment (making judgements)

Upon completion of the degree program, graduates will have acquired independent judgment in the analysis, implementation, and evaluation of interventions related to the roles of Labor Consultant and Human Resources Management Expert, utilizing a multidisciplinary perspective. In particular, this autonomy will pertain to:

- balancing the need for labor protection with the competitiveness of businesses;
- achieving the goal of full and satisfactory employment, with particular attention to protecting workers from both traditional and emerging risks of unemployment and underemployment;
- the design, implementation, and monitoring of public services aimed at optimizing the match between labor supply and demand in both qualitative and quantitative terms;
- the creation and management of organizations that provide services to businesses and workers in the areas of recruitment

and selection, placement, temporary staffing, and outplacement;

- the strategic and organizational design and implementation of human resource selection, management, and administration activities in businesses and other complex organizations.

These objectives may be assessed through student reports and assignments (individual or group), completed on an ongoing basis during individual courses, or through written and oral exams, or through practical tests taken at the end of each course.

Communication Skills

Upon completion of the degree program, graduates will have acquired the ability to present the results of a labor and organizational analysis, clearly explaining the methodology used; to argue their positions convincingly, using appropriate technical language; to communicate effectively in a group, using IT tools and qualitative and quantitative analysis methods for the processing and presentation of data to support the arguments proposed in relevant work contexts.

Among the teaching tools used to facilitate and assess the acquisition of written and oral communication skills, the following are noteworthy:

- the use, within most courses, of teaching techniques based on organizing students into working groups for case discussions, project development, report preparation, and their presentation in class;

- the use of formative assessment methods which, in addition to the final exam, allow for the evaluation of students' communication skills (written and oral) and provide personalized feedback on what has been learned;

- the significant presence of 'additional educational activities,' notably: a) exercises and seminars, based on experiential methodologies, which assess participants' learning through the submission of written project works discussed in class; b) participation in seminars, conferences, and symposia followed by the drafting of a written report, supervised and discussed with a faculty member; internships, the evaluation of which includes a written reflection on the learning achieved.

- the inclusion of a final report (thesis), through which the following abilities are assessed: the ability to independently analyze a topic or problem, including through an appropriate analysis of the scientific literature on the subject; synthesize the results of one's analysis in writing, organizing the content in a manner consistent with the research questions; reflect on the results obtained, demonstrating awareness of both the practical implications of the knowledge produced and the methodological limitations of the methods used to obtain it.

The tools for assessing these objectives include: group work techniques for developing case studies and projects; formative assessments that complement final exams and provide personalized feedback; exercises, seminars, and project work; participation in seminars and conferences with the preparation of reports; and the writing of the final thesis, which assesses the ability to independently analyze a topic, synthesize the results, and reflect on the practical implications.

Learning Skills

Upon completion of the program, graduates will have developed the ability to continuously update the knowledge and skills acquired, understanding the importance of lifelong learning to enhance employability and prevent professional obsolescence. In addition to the frequent consultation of bibliographic materials, databases, and other online information required by the structure and curriculum of the degree program, the program promotes the acquisition of these additional skills through methodological courses in fields such as economic sociology, statistics, and computer science, which enhance the ability to update one's knowledge independently and to analyze information and data.

These objectives are assessed through the following methods: bibliographic research, as well as research into regulatory and doctrinal sources, conducted under the supervision of the individual instructor; course assessments, whether written, oral, or practical, taken at the conclusion of each course.

Professional profile and employment opportunities

STAFF MEMBER IN THE PERSONNEL ADMINISTRATION AND HUMAN RESOURCES MANAGEMENT DEPARTMENT

Role within the workplace:

The functions performed in the area of human resources development encompass personnel planning and recruitment (search, selection, and onboarding), personnel management and development (training, evaluation, career development paths and plans, and compensation policies), through to employee separation, all in alignment with the company's strategic objectives. The functions of the personnel management area include fulfilling legal obligations related to employee hiring, managing the contractual aspects of employment (schedules, leave, time off, maternity leave, retirement), including the preparation of relevant documentation (Single Employment Record), the management of aspects related to the supervision of the employee's work, including the assessment of any disciplinary offenses and the initiation of the relevant disciplinary proceedings, as well as the fulfillment of obligations related to the termination of the employment relationship.

Skills associated with the role:

The skills associated with these functions include strong communication skills, an excellent knowledge of the legal and contractual framework governing employment relationships, and the ability to design employee development plans while taking into account available resources, opportunities, and the context in which such policies are implemented.

Career opportunities:

Personnel and human resources departments of private companies and public administration, administrative bodies, associations, and any other entity that employs salaried and/or self-employed workers to achieve its objectives.

LABOR MARKET SPECIALIST

Role in a work context:

Graduates perform activities related to career guidance and job placement, temporary staffing, recruitment, personnel search

and selection, outplacement, and vocational training.

Skills associated with the role:

The skills associated with these functions include knowledge of the operational mechanisms and legal regulations governing the activities of private employment agencies, as well as the structure and functions of public employment centers, knowledge of the rules regarding personnel selection criteria, including criteria for identifying the qualifications and skills required for each job and the legal limitations arising from prohibitions on discrimination and inquiries into matters unrelated to job performance, and the ability to interact appropriately with employers and employees.

Career opportunities:

Private temporary staffing agencies, recruitment agencies, headhunting firms, outplacement agencies, public employment centers, regional employment offices, regional governments

EMPLOYMENT CONSULTANT

Role in the workplace:

After completing an internship and passing the exam, the graduate enters the profession of labor consultant, acting as a representative of the employer in fulfilling all the employer's obligations regarding labor, social security, and social assistance, in accordance with Law No. 12 of 1979

Skills associated with the role:

The necessary competencies consist of knowledge of all aspects of labor law: from labor union law to employment law to social security law, as well as knowledge of tax law.

Career opportunities:

self-employed labor consultant

STAFF MEMBER OF TRADE ASSOCIATIONS

Role in a work setting:

Within organizations representing economic interests, particularly labor unions and employer trade associations, the graduate assists with key support and service activities for members and users, providing initial guidance and directing them to the appropriate departments; they also assist with collective bargaining and dispute resolution.

Skills associated with the role:

The necessary skills include a solid understanding of labor law and the industrial relations system, as well as communication, mediation, negotiation, and conflict resolution skills. The graduate also works at social welfare agencies, where they welcome users, identify solutions and social security benefits that meet their needs, and manage the related administrative procedures. The necessary skills are acquired during the program through a comprehensive overview of social and welfare policies, social security institutions, and the legal framework governing the main mandatory and supplementary welfare and social security benefits.

Career opportunities:

labor unions, employer associations, professional associations, and social welfare agencies.

Initial knowledge required

Admission to the degree programme requires applicants to have a high school diploma or an equivalent suitable qualification from abroad.

To be admitted to the course students must sit an examination to check their linguistic-communication capabilities, in addition to taking an online test (TOLC-E) organised by the Consortium of Interuniversity Integrated Access Systems (CISIA). Subject knowledge for admission will be deemed acceptable if the scores in the selection band have been achieved. Students whose score is lower than the value stated in the selection band, limited to the area of verbal comprehension, will be assigned an additional learning obligation (OFA), which must be met and approved within the first year of the course.

The University organises specific tutoring support for the successful completion of the OFA. Additional information is available on the University study portal of the Faculty of Political, Economic & Social Sciences.

If students fail to satisfy the OFA within the required timescale, the following year they will be unable to sit the examinations for the years subsequent to the first year.

English OFA

To fulfil the Additional Learning Requirement (Obbligo Formativo Aggiuntivo – OFA) in English and take the English exam included in the study plan, students are required to have a B1 level of proficiency according to the Common European Framework of Reference for Languages (CEFR).

This level of proficiency can be certified as follows:

- by submitting an official language certificate at B1 level or higher, issued no more than three years before the submission date. The list of language certificates recognized by the University is available at <https://www.unimi.it/en/node/39322>.

The certificate must be uploaded during enrolment or later through the portal <http://studente.unimi.it/uploadCertificazioniLingue>.

- by taking a placement test administered by the University Language Centre (SLAM) between October and December of the first year. Students who do not pass the test will be required to attend a language course offered by SLAM.

The placement test is compulsory for all students who do not already hold a valid certificate.

Students who do not take the placement test by the end of December, or who fail the end-of-course test after six attempts, must obtain a language certificate privately in order to fulfil the OFA and sit the English exam.

Compulsory attendance

Course attendance is highly recommended.

Internship criteria

Features of the internship

The degree in Management of Organizations and Employment requires the obligatory achievement of 6 credits in one of the following activities: further training activities; internships; laboratories. The internship is a short-term field training period (equal to 150 hours, equivalent to 6 credits) in an organized structure. The curricular internship is a significant opportunity for students who want to experience the application, comparison and integration of what they have learned in their studies within a working context. Furthermore, it can constitute a valid starting point for the production of the final thesis/thesis valid for the achievement of the degree. The University has also activated an agreement with the Order of Labor Consultants of Milan to facilitate access to the profession in conjunction with university studies (i.e. before graduation). Based on the legislation introduced by Law no. 27/2012, interested MOL students can therefore carry out the first 6 months of practice (of the 18 necessary) for access to the profession of Labor Consultant and, at the same time, obtain the 6 credits envisaged by the Study Plan for Internships and Alternative Activities, as this Internship is equivalent in all respects to a Curricular Internship.

It is also possible to obtain the 6 credits related to the internship also through a series of alternative activities to the internship such as:

- Seminars organized by the Cdl MOL
- Assessment of linguistic, mathematical and computer skills
- Work, volunteering or extra-curricular internship
- Conferences, research activities and study programs abroad

Degree programme final exams

The degree in Organizational and Labor Management is obtained after passing a final test, corresponding to 6 credits, which may consist of drafting a written paper on a topic chosen from the courses followed, or, for students who have accrued at least 6 training credits in training, internships or similar activities, in the report carried out at the end of this activity.

The written paper, or any other required test, must denote a good personal ability to organize and systematize the notions and skills acquired in the degree course.

The final exam can also be taken in a foreign language, and in particular in English.

To be admitted to the final exam, the student must have obtained 174 credits, including the credits required for knowledge of the foreign Language.

Notes

AI Literacy

The 3 credits (CFU) for computer skills are obtained by participating in the "AI Literacy" course, which is managed through an e-learning platform available at the following address: <https://ailiteracy.unimi.it>.

The course, managed by the CTU (Center for Teaching Innovation and Multimedia Technologies), is delivered in blended learning mode with a final assessment test

The exam schedule is available on the e-learning platform.

Any recognition of previously acquired IT certifications is subject to evaluation. See the following link to apply: [https://www.unimi.it/en/node/16823/ \(?alternative activities? section\)](https://www.unimi.it/en/node/16823/?alternative%20activities)

EXPERIENCE OF STUDY ABROAD AS PART OF THE TRAINING 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 a new exciting 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 organisations.

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

The University of Milan is a member of the 4EU+ European University Alliance that brings together eight public multidisciplinary universities: University of Milan, Charles University of Prague, Heidelberg University, Paris-Panthéon-Assas University, Sorbonne University of Paris, University of Copenhagen, University of Geneva, and University of Warsaw. The 4EU+ Alliance offers integrated educational pathways and programmes to promote the international mobility of students (physical, blended and virtual).

How to participate in Erasmus mobility programs

The students of 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 organises 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 the University Language Centre (SLAM).

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

Learn more at <https://www.unimi.it/en/node/274/>

For assistance, please contact:

International Mobility Office

Via Santa Sofia 9 (second floor)

Tel. 02 503 13501-12589-13495-13502

Contacts: InformaStudenti;

Student Desk booking through InformaStudenti

1st COURSE YEAR Core/compulsory courses/activities common to all curricula		
Learning activity	Ects	Sector
Ai Literacy	6	INFO-01/A
Political and Administrative Systems	3	INFO-01/A
	6	GSPS-02/A
Public and EU law	12	(6) GIUR-01/A, (3) GIUR-05/A, (3) GIUR-10/A
Social Research Methodology	9	GSPS-05/A
Techniques for data analysis	9	(3) STAT-04/A, (6) STAT-01/A
	Total compulsory credits	45
2nd COURSE YEAR (available as of academic year 2027/28) Core/compulsory courses/activities common to all curricula		
Learning activity	Ects	Sector
	6	INFO-01/A
Business Economics	9	ECON-06/A
Economic Sociology and Sociology of Organisations	9	GSPS-08/A
Fundamentals of Labour Law	9	GIUR-04/A
Industrial Relations	6	GSPS-08/A
Microeconomics and Macroeconomics	12	(6) ECON-01/A, (6) ECON-02/A
Social and Labour Market Policies	9	GSPS-02/A
Trade Union Law	6	GIUR-04/A
	Total compulsory credits	66
3rd COURSE YEAR (available as of academic year 2028/29) Core/compulsory courses/activities common to all curricula		
Learning activity	Ects	Sector
English for Communication in Management	9	ANGL-01/C
Labour Economics	9	ECON-01/A
Work Psychology	6	PSIC-03/B
	Total compulsory credits	24

Further elective courses common to all curricula

Students must obtain 12 ECTS from elective courses.

Students must obtain 6 ECTS in one of the following activities: further training activities; internships; workshops

End of course requirements common to all curricula

Final Exam		6	NN
	Total compulsory credits	6	

ACTIVE CURRICULA LIST

HUMAN RESOURCES MANAGEMENT Course years currently available: 1°

LABOUR CONSULTING Course years currently available: 1°

CURRICULUM: [BAG-A] HUMAN RESOURCES MANAGEMENT**3rd COURSE YEAR (available as of academic year 2028/29) Core/compulsory courses/activities Curriculum-specific features HUMAN RESOURCES MANAGEMENT**

Learning activity	Ects	Sector
Organisational Theory and Management	9	ECON-08/A
Sociology of Labour	6	GSPS-08/A
	Total compulsory credits	15

Elective courses Curriculum-specific elective courses for HUMAN RESOURCES MANAGEMENT

Human Resources Management	6	ECON-08/A
Marketing and Business Strategies	6	ECON-07/A

CURRICULUM: [BAG-B] LABOUR CONSULTING**3rd COURSE YEAR (available as of academic year 2028/29) Core/compulsory courses/activities Curriculum-specific features LABOUR CONSULTING**

Learning activity	Ects	Sector
Italian and European Tax Law	9	GIUR-08/A
Labour Market Law	6	GIUR-04/A
Social Security Law	6	GIUR-04/A
	Total compulsory credits	21

COURSE PROGRESSION REQUIREMENTS

The following prerequisites are common to all curricula:

- the fulfilment of additional learning requirements (OFA) is preparatory to all second- and third-year exams.
- Private law, Public law and European Union law exams are preparatory to Trade union law, Labour law, Italian and European tax law, Social security law, Labour market law exams.
- The Mathematics and data analysis exam is preparatory to Microeconomics and macroeconomics, and Labour economics exams.
- The Microeconomics and macroeconomics exam is preparatory to the Labour economics exam.
- The Social research methodology exam is preparatory to the Economic Sociology and Sociology of Organisations exam.

A certificate of English proficiency at B1 level is a prerequisite for the English for communication in management exam.