



**UNIVERSITA' DEGLI STUDI DI MILANO**  
**PROGRAMME DESCRIPTION - ACADEMIC YEAR 2025/26**  
**MASTER DEGREE**  
**MANAGEMENT OF HUMAN RESOURCES (MHR) (Classe LM-77 R)**  
**Enrolled 2025/26 academic year**

### **HEADING**

<b>Degree classification - Denomination and code:</b>	LM-77 R
<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>Years of course currently available:</b>	1st
<b>Access procedures:</b>	Open, subject to entry requirements
<b>Course code:</b>	BBK

### **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.

Disability and DSA tutor

Silvia Gilardi

Study plan tutor

Luca Solari

Quality assurance delegate

Nazareno Panichella

#### **Degree Course website**

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

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

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

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

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

#### **Student registrar**

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

### **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.

Human Resources Business Partner Human Resources Specialist

Function in a working environment: Its predominant functions are management of relations with managerial figures, management of relations with staff, management of the interface between systems and procedures of human resource management and personnel, Support to strategic decisions related to human resources implications, management and instruction of personnel administrative procedures, management or management support to the planning and budgeting process. In the evolutionary phase, the role can assume a managerial and coordinating value increasingly marked to lead to the role of Senior HR Leader.

Skills associated with the function: knowledge of human resource management systems and their characteristics, management of relationships and organisational behaviour, negotiation and interpersonal communication in complex contexts, administration and accounting, Business strategy, data analysis and interpretation.

Employment opportunities: The professional outlets are represented primarily by the Human Resources and Organization Directorates of large companies with global presence both Italian and international that have already in the past absorbed numerous graduates of the Human Resources curriculum. In addition, another outlet is represented by consulting firms dealing with strategic redefinition processes and organizational design as well as human resource management in Italy and abroad. The target areas are less important in number but still present: recruitment agencies and head hunting companies.

Human resources specialist

Function in a working context:

Its main functions are to manage the design of human resource management systems, to manage autonomously part of the specialized processes of human resource management, Management of the interface between human resources and personnel management systems and procedures, management and instruction of personnel administrative procedures, management or support to the management of the planning and budgeting process. In the evolutionary phase, the role may assume an increasingly important managerial and coordinating value, leading to the role of Senior HR Specialist in various functional areas of human resources management

skills associated with the function:

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

design, change management

Employment opportunities:

The professional outlets are represented primarily by the Human Resources and Organization Directorates of large companies with global presence both Italian and international that have already in the past absorbed numerous graduates of the Human Resources curriculum. In addition, another outlet is represented by consulting firms dealing with strategic redefinition processes and organizational design as well as human resource management in Italy and abroad. The target areas are less important in number but still present: recruitment agencies and head hunting companies.

Organization consultant

function in a working context: development of analyses and insights aimed at an organizational functioning diagnosis, definition of action plans and their implementation

skills associated with the function:

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

Employment opportunities:

The professional outlets are represented primarily by the Human Resources and Organization Directorates of large companies with global presence both Italian and international that have already in the past absorbed numerous graduates of the Human Resources curriculum. In addition, another outlet is represented by consulting firms dealing with strategic redefinition processes and organizational design as well as human resource management in Italy and abroad. The target areas are less important in number but still present: recruitment agencies and head hunting companies.

### **Initial knowledge required**

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 12 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;

- Entry 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 Entry test.

Applicants who do not take or pass the Entry 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\*

- L-05 - Filosofia
- L-08 - Ingegneria dell'Informazione
- 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-36 - Scienze politiche e delle relazioni internazionali
- L-40 - Sociologia
- L-41 - Statistica

Note 2\*

- At least 6 ECTS in the following settori scientifico-disciplinari (disciplinary scientific sectors):

- SECS-S/01 Statistica
- SECS-S/06 Metodi matematici dell'economia e delle scienze attuariali e finanziarie
- MAT/01 Logica matematica
- MAT/05 Analisi matematica
- MAT/06 Probabilità e statistica matematica

AND

- At least 6 ECTS in the following settori scientifico-disciplinari (disciplinary scientific sectors):

- SECS-S/03 Statistica economica
- SECS-S/05 Statistica sociale
- SECS-P/05 Econometria
- SPS-07 Sociologia e metodologia della ricerca sociale

### **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:

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

### **Degree programme final exams**

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 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).

### **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**

How to participate in Erasmus+ mobility programmes

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

<b>1st COURSE YEAR Core/compulsory courses/activities common</b>		
<b>Learning activity</b>	<b>Ects</b>	<b>Sector</b>
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 Behavior	9	M-PSI/06
	Total compulsory credits	69
<b>2nd COURSE YEAR (available as of academic year 2026/27) Core/compulsory courses/activities common</b>		
<b>Learning activity</b>	<b>Ects</b>	<b>Sector</b>
Hiring and Recruitment	6	SPS/09
	Total compulsory credits	6
<b>Elective courses</b>		
<b>Students must get 18 credits (CFU/ECTS) by choosing two courses from the following list.</b>		
<b>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.</b>		
<b>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></b>		
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 innovation and technology	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>		
<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.</b>		
<b>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>.</b>		
<b>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.</b>		
<b>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>.</b>		
Additional Language Skills: French (3 ECTS)	3	ND
Additional Language Skills: German (3 ECTS)	3	ND
Additional Language Skills: Italian (3 ECTS)	3	ND
Additional Language Skills: Spanish (3 ECTS)	3	ND
<b>End of course requirements</b>		
Final exam	15	NA
	Total compulsory credits	15