



UNIVERSITA' DEGLI STUDI DI MILANO
PROGRAMME DESCRIPTION - ACADEMIC YEAR 2026/27
IN
MANAGEMENT OF HUMAN RESOURCE: PEOPLE, DATA AND
INTELLIGENT TECHNOLOGIES (LM-77 R)
Enrolled in academic year 2026/27

HEADING

Degree classification - Denomination and code:	LM-77 R
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
Access procedures:	open, subject to entry requirements
Course code:	BBO

PERSONS/ROLES

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CHARACTERISTICS OF DEGREE PROGRAMME

General and specific learning objectives

The Master's degree programme in Management of Human Resources: People, Data and Intelligent Technologies provides knowledge relating to the organisation and management of human resources, combined with specific expertise in economics, sociology, law and psychology, which are key to this professional field. The programme focuses on the knowledge required to manage the relationship between an organisation's strategy and objectives and the people working within it. The professional field of human resources management offers various potential career paths, such as the generalist HR Business Partner, the Specialist in a Centre of Expertise, or the strategic consultant, all of which require certain shared, highly multidisciplinary skills and the opportunity to specialise according to one's personal inclinations.

The ongoing changes in the world of work and organisations make it necessary to consider new issues facing those working in human resources management, such as:

- new technologies that are changing the nature of work and organisational models, requiring new skills from human resources professionals;
- the transformation of the meanings people associate with work during a period of profound cultural and social change;
- the importance of sustainability objectives and alignment with the SDGs of the UN Agenda;
- the dematerialisation of work and the redesign of workplaces and workspaces.

The impact of these new issues calls for a particular focus on multidisciplinary, combined with the operational integration of different disciplines to tackle new problems that cannot be addressed by a single approach. The programme trains professionals to work in human resource management with an integrated and comparative perspective within institutions and organisations operating both nationally and globally. The course's distinctive features, in addition to its professional focus - unique within the Italian educational landscape - include its comparative and global approach, the role of analytical and research methodologies, the multidisciplinary approach of the teaching staff, the strong connection with the professional world of human resources, and the adoption of a practice-based training model (learning by doing and inquiry-based teaching and learning). The structure of the programme takes into account that the field of human resources requires, in order to operate effectively, an understanding of various disciplines relating to different aspects of the employment relationship, which are addressed in the chronological progression of the course during the first phase (the first two terms of the first year). In detail, students will study the following key areas:

- labour economics and personnel economics, to understand the relationship between corporate policies, labour market dynamics and the economic aspects of people management;
- human resources, to understand the relevant professional field;
- data analysis, to prepare students to use data in human resources decision-making;
- labour law from a comparative perspective to understand the essential elements of the regulation of the employment relationship;
- occupational psychology and organisational behaviour to understand the implications related to human nature in work contexts;
- information and communication technologies to understand how data is collected and used for people management.

In the second year, students can choose from various specialisation pathways corresponding to different aspects of their chosen specialisations, focusing more on economics or on sociology and psychology. Overall, therefore, the course provides a foundation in the various subject areas that contribute to the definition of professional roles within this business sector, and then gradually introduces elements of specialisation or focus, leaving ample scope for work placements and the development of the final dissertation, which traditionally takes the form of projects within organisational contexts. The course schedule takes into account the overall balance of students' workload and the existence of background disciplines, such as labour economics, labour law, statistics, occupational psychology, information technology and organisation, which influence knowledge of the relevant sector.

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.

Knowledge will be imparted not only through the scheduled modules but also through problem-based learning, seminars, workshops, placements, group work and presentations, project work, industry talks, company visits and the final dissertation. Knowledge will be assessed both during and at the end of each course through the use of differentiated assessment methods defined in relation to the specific objectives of each course (written exams, presentations, written assignments, individual and group assignments, business plans, final exam).

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.

Teaching methods are based on the "learning by doing" model, which must be adopted by all lecturers whilst respecting the differences between the subjects taught; this model facilitates a virtuous cycle involving the acquisition of knowledge, understanding of the context, application of that knowledge, and assessment of outcomes. The ability to apply knowledge and understanding will be assessed through the use of problem-based learning models, case studies, testimonials, work placements, group work and presentations, project work, and through the final dissertation.

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. Teaching methods are based on the "learning by doing" model, which must be adopted by all lecturers whilst respecting the differences between the subjects taught; this model facilitates a virtuous cycle involving the acquisition of knowledge, understanding of the context, application of that knowledge, and assessment of outcomes. The ability to exercise independent judgement will be assessed through the use of problem-based learning models, case studies, testimonials, work placements, group work and presentations, project work, and through the final dissertation.

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.

Teaching methods are based on the "learning by doing" model, which must be adopted by all lecturers whilst respecting the differences between the subjects taught; this model facilitates a virtuous cycle involving the acquisition of knowledge, understanding of the context, application of that knowledge, and assessment of outcomes. Communication skills will be assessed through the use of problem-based learning models, case studies, testimonials, work placements, group work and presentations, project work, and through the final dissertation.

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.

Teaching methods are based on the "learning by doing" model, which must be adopted by all lecturers whilst respecting the differences between the subjects taught; this approach fosters a virtuous cycle between the acquisition of knowledge, understanding of the context, application of that knowledge, and assessment of outcomes. Learning skills will be developed not only through the scheduled courses but also through problem-based learning, work placements, group work and presentations, project work and the final dissertation.

Professional profile and employment opportunities

Name of the role: Human Resources Business Partner

Role within the workplace and key responsibilities:

Their primary responsibilities include managing relationships with managers, managing staff relations, managing the interface between human resources management systems and procedures and staff, supporting strategic decisions regarding human resources implications, managing and implementing staff administrative procedures, and managing or supporting the planning and budgeting process. As the role evolves, it may take on an increasingly managerial and coordinating role, eventually leading to the position of Senior HR Leader.

Skills associated with the role:

Knowledge of human resources management systems and their characteristics, relationship management and organisational behaviour, negotiation and interpersonal communication in complex contexts, administration and accounting, business strategy, data analysis and interpretation.

Career prospects:

Career opportunities are primarily found in the Human Resources and Organisation departments of large companies with a global presence, both Italian and international, which are consistently the main employers, with a high degree of mutual satisfaction. Furthermore, another career path is represented by consultancy firms specialising in strategic reorganisation and organisational design, as well as human resources management in Italy and abroad. Less significant in terms of numbers but still present are recruitment agencies and headhunting firms.

Name of the role: Human Resources Specialist

Role within the workplace and key responsibilities:

Their main responsibilities include managing the design of human resources management systems, independently managing certain specialist human resources management processes, managing the interface between human resources management systems and procedures and staff, managing and training staff on administrative procedures, and managing or supporting the planning and budgeting process. As the role evolves, it may take on an increasingly managerial and coordinating role,

eventually leading to the position of Senior HR Specialist in various functional areas of human resources management.

Skills associated with the role:

Knowledge of human resources 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.

Career prospects:

Career opportunities are primarily found in the Human Resources and Organisation departments of large companies with a global presence, both Italian and international, which are consistently the main employers, with a high degree of mutual satisfaction. Furthermore, another avenue is represented by consultancy firms specialising in strategic reorganisation and organisational design, as well as human resources management in Italy and abroad. Less significant in terms of numbers but still present are recruitment agencies and headhunting firms.

Name of the professional role: Organisational Consultant

Role in a work context and skills:

Conducting analyses and in-depth studies aimed at diagnosing organisational functioning, defining action plans and implementing them.

Skills associated with the role:

Knowledge of organisational 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.

Career prospects:

Career opportunities lie with consultancy firms specialising in strategic reorganisation and organisational design, as well as human resources management in Italy and abroad. Less common but still present are recruitment agencies and headhunting firms.

Name of the professional role: Digital HR & Innovation Specialist

Role in a work context and skills:

Their primary responsibilities involve managing the implementation of new technologies within the HR function, with a particular focus on innovation in tools and practices.

Skills associated with the role:

Knowledge of human resources management systems and their characteristics, relationship management and organisational behaviour, negotiation and interpersonal communication in complex contexts, change management, innovation, digital technologies, AI.

Career prospects:

Career opportunities are primarily found in the Human Resources and Organisation departments of large companies with a global presence, both Italian and international, which are consistently the main employers, with a high level of mutual satisfaction. Furthermore, another career path is represented by consultancy firms specialising in strategic reorganisation and organisational design, as well as human resources management in Italy and abroad. Less common but still significant destinations include recruitment agencies and headhunting firms.

Name of the professional role: HR Analytics Specialist

Role within the workplace and key competencies:

The role primarily involves setting up frameworks for data collection and management, conducting ad hoc data analysis, and establishing structured reporting systems for company personnel.

Skills associated with the role:

Knowledge of human resources management systems and their characteristics, relationship management and organisational behaviour, negotiation and interpersonal communication in complex contexts, change management, innovation, statistical analysis, and organisational analysis tools and methodologies.

Career prospects:

Career opportunities are primarily found in the Human Resources and Organisation departments of large companies with a global presence, both Italian and international, which are consistently the main employers, with a high degree of mutual satisfaction. Furthermore, another career path is represented by consultancy firms specialising in strategic reorganisation and organisational design, as well as human resources management in Italy and abroad. Less significant in terms of numbers but still present are recruitment agencies and headhunting firms.

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 18 ECTS in economics, business management, mathematics/ statistics or law. 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 level B2 or higher according to 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:

- Valid language certificate at B2 level or higher, issued no more than three years before the application 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 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 application date, including levels based on language certificates submitted by the applicant during their Bachelor's degree at the University of Milan. Verification will be carried out automatically, no documents need to be uploaded.

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

Applicants 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 submit it to SLAM via the InformaStudenti service by the deadline set by the master's degree programme (<https://www.unimi.it/en/node/39267/>).

Applicants who fail to 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-16 Scienze dell'amministrazione e dell'organizzazione

- L-18 Scienze dell'economia e della gestione aziendale

- L-33 Scienze economiche

- L-36 Scienze politiche e delle relazioni internazionali

- L-41 Statistica

* Note 2 (in Italian)

At least 18 ECTS: INF/01 - INFO-01/A, MAT/01 - MATH-01/A, MAT/02 - MATH-02/A, MAT/03 - MATH-02/B, MAT/04 - MATH-01/B, MAT/05 - MATH-03/A, MAT/06 - MATH-03/B, MAT/07 - MATH-04/A, MAT/08 - MATH-05/A, MAT/09 - MATH-06/A, IUS/01 - GIUR-01/A, IUS/02 - GIUR-11/A, IUS/03 - GIUR-03/B, IUS/04 - GIUR-02/A, IUS/05 - GIUR-03/A, IUS/06 - GIUR-02/B, IUS/07 - GIUR-04/A, IUS/08 - GIUR-05/A, IUS/09 - GIUR-05/A - GIUR-06/A, IUS/10 - GIUR-06/A, IUS/11 - GIUR-07/A, IUS/12 - GIUR-08/A, IUS/13 - GIUR-09/A, IUS/14 - GIUR-10/A, IUS/15 - GIUR-12/A,

IUS/16 - GIUR-13/A, IUS/17 - GIUR-14/A, IUS/18 - GIUR-15/A, IUS/19 - GIUR-16/A, IUS/20 - GIUR-17/A, IUS/21 - GIUR-11/B, SECS-P/01 - ECON-01/A, SECS-P/02 - ECON-02/A, SECS-P/03 - ECON-03/A, SECS-P/04 - STEC-01/A, SECS-P/05 - ECON-05/A, SECS-P/06 - ECON-04/A, SECS-P/07 - ECON-06/A, SECS-P/08 - ECON-07/A, SECS-P/09 - ECON-09/A, SECS-P/10 - ECON-08/A, SECS-P/11 - ECON-09/B, SECS-P/12 - STEC-01/B, SECS-P/13 - ECON-10/A, SECS-S/01 - STAT-01/A, SECS-S/02 - STAT-01/B, SECS-S/03 - STAT-02/A, SECS-S/04 - STAT-03/A, SECS-S/05 - STAT-03/B, SECS-S/06 - STAT-04/A. while guaranteeing at least 12 CFU (out of the 18) in these areas: SECS-S/01 - STAT-01/A, SECS-S/03 - STAT-02/A, SECS-S/05 - STAT-03/B, SECS-S/06 - STAT-04/A, SECS-P/05 - ECON-05/A, MAT/01 - MATH-01/A, MAT/05 - MATH-03/A, MAT/06 - MATH-03/B.

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.

Study plan submission.

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

Students may choose a complete study plan starting from the first year. Plans of study may be amended during the second year. 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>

Teaching organization

Lessons and educational activities are organized in three quarters:

- 1st Quarter: from half of September 2026 to December 2026
- 2nd Quarter: from January 2027 to March 2027
- 3rd Quarter: from April 2027 to June 2027.

Details about the calendar 2026-2027 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

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 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).

Language test / computer literacy test

To obtain the degree, those who do not hold an Italian high school diploma or degree must demonstrate proficiency in Italian at the A2 or higher level per the Common European Framework of Reference for Languages (CEFR). This level must be demonstrated prior to completing the course programme in one of the following ways:

- by submitting a certificate of A2 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 uploaded through <http://studente.unimi.it/uploadCertificazioniLingue>;

- via 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 A2 level will have to attend one or more than one 60-hour Italian course(s) 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.

Compulsory attendance

Attendance is strongly recommended

Internship criteria

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

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 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

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, 2026, must apply for admission to the MHR programme from March 15th to June 30th, 2026.

Extra-EU applicants from outside Italy, holding a non-Italian bachelor's degree or expecting to obtain it by December 31st, 2026, 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 15th to May 31st, 2026.

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/en/study/enrolment>

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	6	ECON-01/A
AI for HRM and leadership	9	ECON-08/A
Comparative and European Labour Law	9	GIUR-04/A
Data Analysis and Statistics	9	STAT-02/A
Fundamentals of People Analytics and AI	9	INFO-01/A
Human Resources Management	9	ECON-08/A
Organizational Behaviour	9	PSIC-03/B
Personnel Economics	6	ECON-01/A
Total number of compulsory credits/ects		66
2nd COURSE YEAR (available as of academic year 2027/28) Core/compulsory courses/activities		

Learning activity		Ects	Sector
Hiring and Recruitment		6	GSPS-08/A
Total number of compulsory credits/ects		6	
Elective courses			
Students must get 9 to 18 credits (CFU/ECTS) by choosing one or two courses from the following list.			
Advanced Strategic Management		9	(6) ECON-07/A, (3) ECON-06/A
Data-driven Innovation management		9	ECON-07/A
Digital Transformation and Change Management		9	ECON-08/A
Performance and Compensation system		9	ECON-08/A
If students have taken only one exam from the previous group, they must get 9 credits (CFU/ECTS) by choosing one courses from the following list.			
Comparative Industrial relations		9	GSPS-08/A
Conflict Management and Negotiation		9	PSIC-03/B
Economics of Inequality		9	ECON-01/A
Learning and development		9	PSIC-03/B
Legal Framework for AI in the workplace		9	GIUR-04/A
Further elective courses			
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 https://mhr.cdl.unimi.it/en/courses/9-credit-courses.			
Moreover, students must get 6 CFU by choosing from internship, workshops/laboratories, 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.			
End of course requirements			
Final Exam		15	NN
Total number of compulsory credits/ects		15	