



UNIVERSITA' DEGLI STUDI DI MILANO
PROGRAMME DESCRIPTION - ACADEMIC YEAR 2025/26
MASTER DEGREE
MANAGEMENT OF HEALTH SYSTEMS AND ORGANISATIONS
(Classe LM-77)
Enrolled from Academic Year 2024-25

HEADING

Degree classification - Denomination and code:	LM-77 Management studies
Degree title:	Dottore Magistrale
Length of course:	2 years
Credits required for admission:	180
Total number of credits required to complete programme:	120
Years of course currently available:	2nd
Access procedures:	Open, subject to entry requirements
Course code:	K08

PERSONS/ROLES

Head of Study Programme

Prof. Federico Lega

Tutors - Faculty

Per l'orientamento:

Prof.ssa Marta Marsilio

Prof.ssa Silvana Castaldi

Prof. Corrado Dal Bo'

Prof.ssa Chiara Guglielmetti

Per le informazioni generali, i programmi degli esami, le aule, gli orari delle lezioni, consultare il sito web del corso di laurea.

Tutors - Students

Si veda elenco aggiornato sul sito.

Per poter accedere al sito non è necessaria l'iscrizione al corso di laurea.

Degree Course website

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

CHARACTERISTICS OF DEGREE PROGRAMME

General and specific learning objectives

The mission of the Master's Degree in Management of Healthcare Organizations and Health Sector is to train graduates with theoretical and technical knowledge on the management of the organizations of the health sector, allowing them to apply these logics and tools in the real world.

The master's degree will leave appropriate skills according to the expectations of the labor market, considering the main employment opportunities:

- For public and private health and socio-health companies, knowledge will be oriented towards value creation tools, improvement of efficiency and effectiveness of performances, analysis of organizational processes, understanding of the main corporate functions (management operational, organizational development, budget, planning and control, etc.);
- For companies in the health sector (pharmaceutical / biomedical companies, health insurance), knowledge will be oriented towards value creation tools, marketing logic and tools, market access and stakeholder management, analysis of health systems, knowledge of regional and national health system, to the logic of HTA;
- For consultancy firm, skills will be based on the dynamics and developments of the health sector and consulting skills, project management, design and implementation of organizational and institutional changes.;
- For agencies and regulatory institutions, skills will bring to manager the dynamics and developments of the health sector, the operation of public health companies and their decision-making and governance processes, health economics and HTA projects, policy processes -making under the technical and regulatory aspects, the stakeholder management / involvement processes.

Expected learning outcomes

Graduates with a degree issued in Italy in the following classes (or equivalent qualification obtained abroad and recognized as suitable) can access the CdS MASS:

- L-7 Civil and environmental engineering
- L-8 Information engineering
- L-9 Industrial engineering
- L-16 Sciences of administration and organization
- L-18 Economics and Business Management Sciences
- L-33 Economic sciences
- L-36 Political sciences and international relations
- L-40 Sociology
- L-41 Statistics

There is a test of the minimum access requirements to the extent of at least 30 ECTS in the context of:

- a) Business Sciences SECS-P / 07, SECS-P / 08, SECS-P / 09, SECS-P / 10, SECS-P / 11
- b) Economic Sciences SECS-P / 01, SECS-P / 02, SECS-P / 03, SECS-P / 06, SECS-P / 12
- c) Mathematics-Statistics SECS-S / 01, SECS-S / 03
- d) Legal Sciences IUS / 04, IUS / 17, IUS / 07 of which:
 - at least 18 ECTS in areas a) and b)
 - at least 6 ECTS in area c)

Professional profile and employment opportunities

The MASS degree course is aimed at those who want to become:

- specialist in the management of public and private healthcare and socio-healthcare companies within various corporate functions and managers of the programming agencies and regulatory institutions of the healthcare system;
- managers of companies operating in the health sector (pharmaceutical / biomedical companies, health insurance) and in consultancy firm.

The course prepares for the profession of (ISTAT codes):

- Management specialists in the Public Administration - (2.5.1.1.1)
- Control specialists in the Public Administration - (2.5.1.1.2)
- Management and control specialists in private enterprises - (2.5.1.2.0)
- Market analysts - (2.5.1.5.4)
- Economic systems specialists - (2.5.3.1.1)
- Business administration specialists - (2.5.3.1.2)

Initial knowledge required

Graduates who have obtained a degree in Italy in one of the following classes (or a foreign degree deemed equivalent) are eligible to apply to the MASS Degree Programme:

- L-7 Civil and environmental engineering
- L-8 Computer engineering
- L-9 Industrial engineering
- L-14 Legal services studies
- L-16 Administrative and organisational studies
- L-18 Business administration
- L-20 Communication studies
- L-33 Economics
- L-36 Political science and international relations
- L-37 Social studies in cooperation, development, and peace
- L-40 Sociology
- L-41 Statistics

Graduates must also have earned at least 24 CFU in the following subject areas:

- a) Business administration SECS-P/07, SECS-P/08, SECS-P/09, SECS-P/10, SECS-P/11, ING-IND/35
- b) Economics SECS-P/01, SECS-P/02, SECS-P/03, SECS-P/05, SECS-P/06, SECS-P/12
- c) Mathematics and Statistics SECS-S/01, SECS-S/02, SECS-S/03, SECS-S/04, SECS-S/05, SECS-S/06, MAT/01, MAT/02, MAT/03, MAT/05, MAT/06, MAT/09
- d) Law IUS/01, IUS/04, IUS/05, IUS/07, IUS/09, IUS/10, IUS/12, IUS/13, IUS/14, IUS/17

of which:

- at least 12 CFU from the subject areas listed in subparts a) and b)
- at least 6 CFU from the subject areas listed in subpart c)

Italian language proficiency is an essential component of this degree programme given the demands of those working in Italy's regional health system, although the programme has a strong international component as well, with a focus on issues like global health, and the option to complete one's internship abroad.

The admissions commission reserves the right to admit students, following a personal interview, who do not fully meet one

or more admission requirements due to any misalignment in terms of academic degrees or credit systems, or for other objective reasons arising within the scope of the commission's review of the student's application package.

Likewise required is English-language proficiency at or above the B1 Level as defined by the Common European Framework of Reference for Languages (CFER).

Level B1 proficiency will be verified by the University of Milan Language Center (SLAM) at the admissions stage in one of the following ways:

- a language certificate, earned within three years prior to the date of submission, at a B1 level or higher (for the list of language certificates recognised by the University, please review:

<https://www.unimi.it/it/studiare/competenze-linguistiche/placement-test-e-corsi-di-inglese/test-di-ingresso-di-inglese>.

Certificates must be uploaded during the admissions process;

- English-language proficiency acquired through a SLAM programme completed during a Bachelor's degree programme. Certificates issued within the past four years are considered acceptable. The programme office will run an internal check in those cases - students are not required to submit their certificates;

- placement test, administered by SLAM: <https://www.unimi.it/it/studiare/competenze-linguistiche/placement-test-e-corsi-di-inglese/test-di-ingresso-di-inglese>.

Those who have neither submitted a valid certificate, nor demonstrated a sufficient proficiency, will be required to take a language-proficiency test during the admissions process.

Should a student fail to take, or fail to pass, the language-proficiency test, they will be given until 31 December 2021 to complete and submit a recognised certificate to SLAM.

Should the student fail to complete the requirement by 31 December, they will not be permitted to enrol in the Master's degree programme, nor to sit any later test.

Minimum requirements to be admitted into the Master's degree programme include a Bachelor's degree in one of the classes listed above, as well as having earned the requisite number of academic credits in business administration, economics, statistics, and law.

Students holding a foreign degree will be subject to an ad-hoc review of their academic CV in order to determine whether their background is substantially identical to the background required of students holding an Italian degree.

Candidates meeting the minimum requirements in terms of degree class, and credits earned, will be invited for a personal interview. Meeting the minimum requirements does not obviate a review of the student's specific educational background, which is mandatory.

An Assessment Commission, comprising instructors selected and appointed by the Academic Board, will be formed to assess students' educational backgrounds.

Such assessment is predicated on a student's academic merit, and the relevance of their studies to the programme. Accordingly, students must submit the following along with their application:

- i) their study plan with a notation of the subject areas for each exam, marks awarded, and their regular and weighted grade-point average;

- ii) a detailed CV;

- iii) a brief personal statement (limited to a single, one-page document) on their relevant experience. Students failing to submit either of these documents may be disqualified from consideration.

The Commission will assess each applicant based on the following rubric:

Criterion 1: Academic CV

Description: assessment of the student's academic merit over their previous academic career, and their grade-point average.

Maximum points available: 60

Criterion 2: Relevance of their studies

Description: an assessment of the relevance of the student's educational background and/or experience in respect of the educational goals of the degree programme in Management of Health Systems and Organisations

Maximum points available: 40

The Commission reserves the right to conduct an online interview to assess the student's personal background.

During the application period, an orientation programme will be offered, which will include an Open House for the degree programme, and a help line so that the Programme Office can respond to prospective students' questions and concerns - mass@unimi.it.

Compulsory attendance

Attendance is not mandatory.

Degree programme final exams

To earn a Master's degree, students must have passed all exams contemplated under their study programme, completed an internship, and defended their thesis, which may be written in Italian or English.

Campus

Academic facilities at via Santa Sofia, 9 / Festa del Perdono

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 organizations.

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

Study and internships abroad

The master's degree course MASS offers the opportunity to carry out study periods at numerous European universities, where students can follow cycles of lessons and obtain valid credits for the achievement of their qualification.

Our international partners are selected from the most prestigious academic institutions in Spain (Universidad Pompeu Fabra in Barcelona, Universitat de Barcelona, University of Santiago de Compostela, Universidad Pública de Navarra in Pamplona, University of Oviedo, University of Salamanca, Complutense University of Madrid, University of La Coruña), France (Université du Droit et de la Santé de Lille), Portugal (University of Coimbra). The choice of courses is made before departure together with the Erasmus coordinator, and the credits obtained are officially recognized at the end of the exchange period and included in the study plan.

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 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 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; mobility.out@unimi.it

Student Desk booking through InformaStudenti

1st COURSE YEAR (disactivated from academic year 2025/26) Core/compulsory courses/activities common		
Learning activity	Ects	Sector
Evaluation of health policies and programs	9	SECS-P/03, SECS-P/01
Governance, leadership and management of the health sector and healthcare companies	12	(6) SECS-P/07, (6) SECS-P/03
Law and management of human resources in companies in the health sector	12	(6) IUS/07, (6) SECS-P/10

Population health management	9	MED/42
Quantitative methods to support healthcare decisions	6	SECS-S/01, SECS-S/06
Strategies and performance management in companies in the health sector	9	SECS-P/07
Total compulsory credits	57	
2nd COURSE YEAR Elective courses		
	6	SECS-P/07
Management and evaluation of innovation in the health sector	6	SECS-P/08, SECS-P/07
Market access and product management in the health sector	6	SECS-P/08, SECS-P/07
Marketing in the health sector	6	SECS-P/08
Private consumption and business modeling	6	SECS-P/07
Biostatistics and Epidemiology	6	MED/01
Employment law in the private sector	6	IUS/07
Health Technology Assessment e pharmacoeconomics	6	SECS-P/07
History and evolution of health systems	6	SECS-P/12
Law and ethics in the health sector	6	IUS/20
Organizational well-being in companies in the health sector	6	M-PSI/05
Public procurement	6	IUS/10
Risk management and professional responsibility in healthcare	6	MED/43
	6	SECS-P/07
Accounting and budgeting in healthcare companies	6	SECS-P/07
Health services management and operations	6	SECS-P/07
Management and evaluation of innovation in the health sector	6	SECS-P/08, SECS-P/07
Organizational Development and Change Management	6	SECS-P/07
Planning and control in healthcare companies	6	SECS-P/07
Private consumption and business modeling	6	SECS-P/07
Biostatistics and Epidemiology	6	MED/01
Criminal liability of the health professions	6	IUS/17
History and evolution of health systems	6	SECS-P/12
Law and ethics in the health sector	6	IUS/20
Organizational well-being in companies in the health sector	6	M-PSI/05
Public procurement	6	IUS/10
Public sector contracts and careers	6	IUS/07
Risk management and professional responsibility in healthcare	6	MED/43
Further elective courses		
English proficiency B2 (3 ECTS)	3	ND
End of course requirements		
Final examination	21	NA
Total compulsory credits	21	