UNIVERSITA' DEGLI STUDI DI MILANO
PROGRAMME DESCRIPTION - ACADEMIC YEAR 2026/27
MASTER DEGREE
MANAGEMENT OF HEALTH SYSTEMS AND ORGANIZATIONS
(Classe LM-77 R)
Enrolled in 2026/2027 Academic Year

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
Years of course currently available:	1st
Access procedures:	Open, subject to entry requirements
Course code:	KBE

PERSONS/ROLES

Head of Study Programme

Prof.ssa Anna Prenestini

Tutors - Faculty

Tutor per l'orientamento:
Prof.ssa Marta Marsilio
dott.ssa Francesca Ferrè

Tutor per stage e tirocini:
Prof.ssa Marta Marsilio

Tutor per l'Erasmus e la mobilità internazionale:
Prof.ssa Silvia Facchinetti

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

Degree Course email

Email: mass@unimi.it

Student Registrar

via S. Sofia 9/1 - 20122 Milano (MI) Italia https://www.unimi.it/it/node/359/

CHARACTERISTICS OF DEGREE PROGRAMME

General and specific learning objectives

The degree programme is designed for those who aim to become:
- specialists in the management of public and private healthcare and social-healthcare organizations, working across different corporate functions, and managers within planning agencies and regulatory bodies of the healthcare system;
- managers in companies operating in the health sector (pharmaceutical and biomedical firms, health insurance companies) and in consulting firms.

Consequently, the programme aims to offer a tailored educational experience aligned with graduates' potential career

pathways, developing their competencies in a deep and comprehensive manner. These competencies result from a combination of mastery of conceptual frameworks and the practical and behavioural skills required in a highly professionalized sector characterized by strong political, institutional, and social interdependencies such as healthcare.
The programme's learning areas include:
- Management of public and private healthcare organizations: Graduates will acquire solid knowledge of governance and leadership in healthcare organizations, strategies and planning, performance management, accounting and budgeting, operational and logistics management, organizational design, human resource management and sector-specific regulations, as well as product and process innovation.
- Management of health-sector companies and consulting firms: Students will learn strategy, planning, performance management, marketing and market access in the health sector, product and process innovation, project management, and consulting-related skills.
- Cross-cutting area on health systems and the healthcare sector: This area provides knowledge of public policies, models of healthcare governance, population health management, trends in private health consumption and the insurance market, and the historical evolution of healthcare systems.
- Cross-cutting area on labour law for healthcare professions: Students develop an understanding of employment contracts and career structures in the healthcare sector, legal ethics, and the implications of labour law for managing healthcare organizations and their relationships with private enterprises.
- Cross-cutting area on sector-specific clinical, health, and psychological aspects: Topics include Health Technology Assessment and pharmacoeconomics, risk management and legal liability in healthcare, organizational wellbeing in health-sector organizations, and clinical governance in healthcare institutions.
- Cross-cutting area on quantitative methods, statistics, and epidemiology.

The first year of the programme focuses on foundational knowledge in healthcare and health-sector management, key dynamics of the sector, public policy evaluation, and quantitative analysis methods.
In the second year, students choose between two tracks:
- public and private healthcare organizations, regulatory and planning bodies;
- health-sector companies and consulting firms.
The second year also includes the internship and the preparation of the thesis.

Teaching methods are based on case-based learning, including flipped classrooms, hackathons, role-playing, and business games (often with team challenges). These approaches are widely used today in recruitment processes by leading companies in the health sector and aim to prepare students not only in terms of 'knowing', but also in terms of 'knowing how to do', while strengthening their ability to work in teams using real-world data and problems.

Expected learning outcomes

Knowledge and Understanding
Graduates of the master's programme will acquire competencies aligned with labour-market expectations, taking into account the main career opportunities identified through survey analyses and institutional reports and studies related to the health sector:
- For public and private healthcare and social-healthcare organizations, knowledge will focus on value-creation tools, improving efficiency and effectiveness of services, analysing organizational processes, and understanding core corporate functions (operations management, organizational development, budgeting, planning and control, etc.).
- For companies in the health sector (pharmaceutical/biomedical firms, health insurance companies), knowledge will be oriented toward value-creation tools, marketing and market-access strategies and instruments, health-system analysis, understanding regional and national healthcare systems, and Health Technology Assessment (HTA) approaches.
- For consulting firms, competencies will be grounded in the dynamics and evolution of the health sector, consulting skills, project management, and the design and implementation of organizational and institutional change.
- For agencies and regulatory bodies, competencies will enable graduates to understand the dynamics and evolution of the healthcare sector; the functioning of public healthcare organizations and their governance and decision-making processes; health economics and HTA projects; policy-making processes from both technical and regulatory perspectives; and stakeholder management/involvement practices.
Teaching methods that support the development of these forms of knowledge and understanding include lectures, supplemented by seminars, practical exercises, and discussion groups, as well as guided and independent individual study. Achievement of the learning outcomes is assessed through oral and/or written examinations and, where applicable, through the evaluation of written assignments by instructors.

Application of Knowledge and Understanding
Graduates will be able to apply the knowledge and analytical tools they have learned to:
- Examine and evaluate the external environmental context in terms of national and regional health policies and planning, changes in national and regional legislation, macroeconomic, epidemiological and demographic trends, etc.;
- Analyse the resources available to the company in order to assess how to improve efficiency;
- Contribute to defining medium- and short-term company strategies and objectives, evaluate the implementation and the validity of strategic objectives over time;
- Analyse the company's performance in a multidimensional way and draw conclusions to support strategic management decisions;

- Collaborate with company departments and coordinate working groups to redesign production processes to improve effectiveness and efficiency;
- Draft specialist documents relating to various company functions (e.g. planning and control, budgeting, organisational development, operational management, marketing, corporate finance);
- Analyse the dynamics of the health sectors and health systems of the main countries at an international level (European or supranational);
- Examine and explore the dynamics and characteristics of the healthcare sector and the specific healthcare market;
- Carry out comparative analyses of regional and national healthcare systems;
- Evaluate the functioning of public healthcare companies and their decision-making and governance processes in order to define intervention and development strategies for the sector in which your company operates;
- Develop product and service marketing plans in relation to system and market constraints;
- Develop market access and stakeholder management strategies and programmes;
- Designing and managing HTA programmes and clinical trials.

In addition to lectures, seminars, exercises and discussion groups, as well as guided and independent study, teaching will be based on case-based learning techniques, with flipped classrooms, hackathon, role-playing, and business games (including challenges between working groups), which are already used as recruitment tools by leading companies in the health sector. The aim is to provide students with both theoretical and practical knowledge, and to develop their ability to work in teams on real-world problems and data. The achievement of learning outcomes is assessed through oral and/or written examinations and, where appropriate, through the teacher's evaluation of participation in activities and materials produced by students through interactive teaching.

Making judgements
MASS graduates will be able to use the knowledge they have acquired to make assessments and decisions in highly complex contexts, such as those in which healthcare and social-healthcare companies, planning agencies and regulatory bodies operate, as well as companies in the health sector and consulting firms.
In particular:
- at a strategic level, they will be able to analyse trends and dynamics in the external environment, formulate opinions and decisions regarding the direction of healthcare companies, regulatory bodies and companies in the health sector, as well as consulting projects for consulting firms;
- at an operational level, they will be able to formulate judgements on the sources and quality of the data underlying the decision-making process, as well as on the reports and documents they will be required to draft on the basis of the data and information collected.
The objectives are pursued through the inclusion of case studies and simulations, moments of critical reflection on problems and field projects in the various training activities (classroom teaching, internships, preparation for the final exam).
The achievement of the educational objectives is verified as part of the final assessment of the various training activities, in particular through oral and/or written examinations and, where appropriate, through the teacher's assessment of participation in activities and materials produced by students through interactive teaching.

Communication skills
MASS graduates, using the knowledge they have acquired in the linguistic and analytical fields appropriately, develop verbal and written communication skills, in public or within a group, through the drafting of specific documents and with the support of technological tools. These skills are mainly aimed at communicating:
- strategic decisions;
- analytical reports on business functions;
- economic and financial representations of results and action plans;
- internal or external client consulting projects.
The objectives are pursued through the inclusion of communication activities and the presentation of case studies, scenarios and reports within the various courses.
The achievement of the training objectives is verified through the assessment of the students' communication skills demonstrated during the aforementioned presentation activities, in particular through oral and/or written examinations and, where appropriate, through the teacher's assessment of the students' participation in the activities and the materials produced by the students through interactive teaching.

Learning skills
MASS graduates develop the ability to dynamically use the knowledge acquired for problem-solving and the ability to access various types of information sources (publications, databases, information available online, regulatory sources) in order to:
- systematically extend it to subsequent personal and professional experiences;
- critically analyse data, information and experiences, including using quantitative tools, identifying research paths and new knowledge.
The objectives are pursued, in particular, through the preparation of independent in-depth studies on the content proposed in class and the internship report, and the preparation of the final exam.
The achievement of the learning objectives is assessed as part of the final evaluation of the various learning activities and the

final exam, in particular through oral and/or written exams and, where appropriate, through the teacher's evaluation of participation in activities and materials produced by students through interactive teaching.

Professional profile and employment opportunities

1) Managers of Healthcare Organizations and Institutions

Role in the workplace

The degree programme is aimed at students who wish to become specialists in the management of public and private healthcare and social-healthcare organizations across various corporate functions, as well as managers within planning agencies and regulatory bodies of the healthcare system. This professional figure:

- examines and assesses the external environment in terms of national and regional health policies and planning, changes in legislation, macro-economic, epidemiological and demographic trends, etc.;
- analyses the resources available to the organization to identify opportunities to improve efficiency;
- contributes to defining medium- and short-term corporate strategies and objectives, evaluates their implementation and monitors the long-term relevance of strategic goals, assessing possible alternatives;
- analyses the organization's performance through a multidimensional approach and draws conclusions to support strategic decision-making;
- collaborates with corporate departments and coordinates working groups to redesign production processes and improve efficiency and effectiveness;
- prepares specialized documents related to various corporate functions (e.g., planning and control, accounting, organizational development, operations management, marketing, corporate finance);
- analyses trends in the health sector and healthcare systems in major countries at an international (European or supranational) level.

New graduates in this profile typically enter the profession as assistants within the strategic management team or as specialists within specific corporate functions. To gain autonomy and greater responsibility in carrying out these tasks, further skills should be developed through internships and traineeships within healthcare organizations.

Competencies associated with the role

- ability to design and implement a multidimensional system of management and performance control;
- use of operations-management systems (patient logistics and asset management) and organizational improvement techniques (Lean, Six Sigma, etc.);
- ability to build a quality management system focused also on patient experience;
- general-management skills to support clinicians in leadership roles within clinical/healthcare structures (departments, units, etc.);
- competencies in healthcare marketing and communication;
- ability to analyse personnel policies (ageing, retention, succession planning, skill mix);
- expertise in procurement with advanced buyer-level skills;
- accounting and cost-management skills;
- competencies in clinical audit;
- skills in organizational development and training;
- ability to analyse regulatory and legal frameworks in public and health law;
- ability to develop business planning and corporate development (acquisitions, mergers, integrations, alliances, etc.);
- ability to interpret epidemiological data to identify emerging needs and future service development, beyond mere compliance with rules or budget constraints;
- organizational-analysis skills, including critical evaluation of standard models (departmental structures, intensity of care, etc.) and context-specific design;
- competency in assessing appropriateness, effectiveness, and Evidence-Based Medicine (for negotiation processes), in addition to existing tools (National Outcomes Programme, etc.);
- health-economics competencies for programme impact evaluation;
- ability to analyse trends and developments in the health sector, the functioning of public healthcare organizations, and their decision-making and governance processes.

Career opportunities

Professional opportunities in public and private healthcare and social-healthcare organizations, as well as in planning agencies and regulatory bodies, include roles such as:

- experts in accounting and financial statements, controllers for multidimensional performance-management systems and for analytical accounting and Activity-Based Costing (ABC);
- experts in operations management;
- experts in quality, risk management, and clinical processes;
- marketing specialists;
- experts in human-resource management and professional development, including accreditation and maintenance of clinical competences;
- procurement specialists and experts in public and private partnerships;
- specialists in strategy, business planning, and corporate finance;
- collaborators within strategic management units;

- experts in health-economics and HTA projects;
- experts in policy-making processes from technical and regulatory perspectives;
- experts in stakeholder management/involvement.

2) Managers in Health-Sector Companies and Consulting Firms

Role in the workplace
The MASS degree programme is intended for students who aim to become managers in companies operating in the health sector (pharmaceutical and biomedical firms, health insurance companies) and in consulting firms. This professional figure:
- examines and analyses the dynamics and characteristics of the health sector and the healthcare market;
- onducts comparative analyses of regional and national healthcare systems;
- evaluates the functioning of public healthcare organizations and their decision-making and governance processes to define strategies for intervention and sector development consistent with the company's mission;
- develops product and service marketing plans in line with system and market constraints;
- develops market-access and stakeholder-management strategies and programmes;
- designs and manages HTA programmes and clinical trials.

Competencies associated with the role
- ability to analyse and compare the functioning of public healthcare organizations and their governance and decision-making processes;
- ability to analyse the dynamics of the institutional chain of the National Health Service (NHS) and individual regions (identifying institutional actors and decision-making processes);
- competencies in market access, including technical and soft skills for stakeholder management;
- knowledge of the dynamics and characteristics of the health sector (funding mechanisms, economic flows, epidemiological and demographic changes, etc.);
- ability to manage HTA projects and the clinical development of a molecule from pre-clinical to clinical stages, with particular attention to regulatory implications;
- ability to conduct analyses and develop projects in health economics;
- quantitative-analysis, big-data, and decision-science skills;
- competencies in customer engagement and multichannel management;
- product and service marketing skills;
- health-economics competencies for programme impact evaluation;
- ability to design value-proposition systems for Therapeutic Areas involving different stakeholders;
- knowledge of innovative financing mechanisms;
- understanding of servitisation, chronic-care models, and integrated care pathways;
- consulting skills, project-management skills, and the ability to design and implement organizational and institutional change.

Career opportunities
- experts in the dynamics and characteristics of the health sector;
- experts in the functioning of public healthcare organizations and their decision-making and governance processes;
- analysts of regional and national healthcare systems;
- specialists in market access and stakeholder management;
- experts in HTA and clinical trials;
- product and service marketing specialists;
- consultants specializing in the healthcare sector and in the management of healthcare and social-healthcare organizations;
- consultants specializing in the health industry (biomedical companies, health insurance providers, etc.).

Initial knowledge required

The MASS degree programme is open to graduates holding a degree obtained in Italy in the following classes (or an equivalent qualification obtained abroad and recognized as suitable):
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-37 Scienze sociali per la cooperazione, lo sviluppo e la pace
L-41 Statistica

Graduates must also have acquired at least 24 credits in the following areas:
a) Business Sciences SECS-P/07, SECS-P/08, SECS-P/09, SECS-P/10, SECS-P/11
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 credits in areas a) and b)
- at least 6 credits in area c)

Knowledge of the Italian language is a fundamental requirement of the Degree Programme to meet the labour market needs of the Italian National Health Service (SSN) context. Nevertheless, the degree maintains a strong international perspective through subjects such as Global Health and the opportunity to undertake international internships.

Proficiency in English at level B1 or higher according to the Common European Framework of Reference for Languages (CEFR) is required for admission.
The B1-level requirement will be ascertained by the University Language Centre (SLAM) upon admission as follows:
- Valid language certificate at B1 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.

To be admitted to the master's degree programme, applicants must hold a bachelor's degree in one of the classes listed above, in addition to the required number of credits in the business-economic, statistical, and legal fields.
For students with a foreign qualification, an individual curriculum review will be conducted to ensure that substantial requirements equivalent to the minimum requirements for students with an Italian degree are met.
Candidates possessing the minimum requirements in terms of degree class and number of credits will proceed to the selection phase through an assessment of their personal preparation. The mere possession of the minimum requirements cannot be considered a verification of personal preparation, which is mandatory.
To carry out this assessment, a specific "Evaluation Committee" will be established, consisting of professors selected and appointed by the Teaching Committee.
The assessment of personal preparation is based on academic merit and curriculum consistency. To this end, in addition to the application, each candidate must submit:
i) their study plan, indicating the relevant disciplinary sectors (SSD) for each exam, the grade obtained, and both the simple and weighted average;
ii) a detailed curriculum vitae;
iii) a brief biography (maximum one page) regarding their experience and its consistency with the Degree Programme. The absence of any of these documents may lead to exclusion from the evaluation process.

The appointed Committee will evaluate each candidate according to the following criteria:
Criterion 1: Academic Curriculum
Description: Assessment of academic merit in the previous educational path and the average grade obtained.
Maximum score: 60
Criterion 2: Curriculum Consistency
Description: Assessment of the consistency of the academic curriculum and/or previous experiences and activities in relation to the educational objectives of the master's degree in Management delle aziende sanitarie e del settore salute.
Maximum score: 40

The Commission reserves the right to conduct an interview via digital means to assess the candidate's personal preparation.
During the application period for the degree programme, an orientation programme will also be activated, consisting of open presentations of the degree programme and a dedicated hotline for potential students to ask questions and seek clarification from the degree programme management, in order to ensure that they can explore and dispel any doubts they may have about their choice - mass@unimi.it.

Compulsory attendance

Attendance is mandatory and must not be less than 80% of the scheduled hours, unless otherwise specified by the course coordinator based on the specific academic needs of the course. In the event of a justified inability to attend, students may request a partial exemption from the Teaching Committee.

Internship criteria

As a rule, current work experiences will not be recognized as substitutes for the professional internship/placement, due to the fundamental role this part of the programme plays in completing the learning process. However, students may submit justified requests for exceptions only if they are strictly related to their specific educational path. Requests must be sent to mass@unimi.it, detailing the activity performed (duration of employment, employer, duties performed). If the request is approved, the student will be required to produce a report indicating how the Master's degree programme has enabled them to promote innovation within their professional context and/or to analyze and understand its dynamics through new interpretative models.

Degree programme final exams

To obtain the master's degree, students must have passed all exams in their study plan, completed the internship, and defended their thesis, which may be written in Italian or English.

Campus

Campus in Santa Sofia, 9 / Festa del Perdono

Notes

In order to obtain their degree, students are required to have a B2 level of English proficiency, certified as follows:
- by summitting a valid language certificate at B2 level or higher, issued no more than three years prior to the application date. The list of language certificates recognized by the University is available at https://www.unimi.it/en/node/39322. If not submitted during the application process, the certificate must be uploaded when enrolling, or later through the portal: http://studente.unimi.it/uploadCertificazioniLingue;
- B2 level or higher achieved earlier and validated during the application process;
- B2 level or higher achieved during the Entry test;
- by taking a Placement test administered by the University Language Centre (SLAM) between October and January of year 1.

Students who do not meet the B2 requirement will be required to attend a B2-level English course offered by the University Language Centre (SLAM) during the second semester of the first year.
Those who do not attend the course or fail the end-of-course test after six attempts must obtain a language certificate privately before graduating.

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 master's degree in Management delle Aziende sanitarie e del settore salute (MASS) offers the opportunity to study at several foreign universities, where students can attend lectures and earn ECTS credits valid for their degree. Our international partners are selected from among the most prestigious academic institutions, including: Czech Republic, University of Economics, Prague; Germany, University of Hamburg; Germania, Johannes Gutenberg University of Mainz; Germania, Universitat Hohenheim – Stuttgart.
Course selection is finalized before departure together with the Erasmus coordinator. Credits earned abroad are officially recognized at the end of the exchange period and integrated into the student's study plan.

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

1st COURSE YEAR Core/compulsory courses/activities common		
Learning activity	**Ects**	**Sector**
Evaluation of health policies and programs	9	ECON-03/A
Governance, leadership and management of the health sector and healthcare companies	12	ECON-06/A
Law and management of human resources in companies in the health sector	12	(6) GIUR-04/A, (6) ECON-08/A
Public Health Dynamics and Public and Private Healthcare Systems	12	(6) ECON-03/A, (6) MEDS-24/B
Quantitative methods to support healthcare decisions	6	(3) STAT-04/A, (3) STAT-01/A
Strategies and performance Management in Companies in the health sector	12	ECON-06/A
Total compulsory credits	63	

2nd COURSE YEAR (available as of academic year 2027/28) Elective courses		
In the second year, two specialisation tracks are available: **- Industria e imprese del settore della salute (24 CFU);** **- Aziende sanitarie pubbliche e private, agenzie ed enti regolatori (24 CFU).** **Each of the two tracks consists of two course packages.**		
INDUSTRIA E IMPRESE DEL SETTORE DELLA SALUTE **(Track 1 - Package 1)** **Choose between 2 and 3 of the following courses:**		
Health technology assessment and pharmacoeconomics	6	ECON-06/A
Management and evaluation of innovation in the health sector	6	(3) ECON-07/A, (3) ECON-06/A
Market access and product management in the health sector	6	(3) ECON-07/A, (3) ECON-06/A
Marketing in the health sector	6	ECON-07/A
Private consumption and business modeling	6	ECON-06/A
Public and Private Financing of Activities in the Health Sector	6	ECON-06/A
INDUSTRIA E IMPRESE DEL SETTORE DELLA SALUTE **(Track 1 - Package 2)** **Choose at least one course from those marked with (*) and one additional course, if necessary, to reach the 24 ECTS credits required for the track:**		
Biostatistics and epidemiology	6	MEDS-24/A
Employment law in the private sector	6	GIUR-04/A
History and evolution of health systems	6	STEC-01/B
Law and ethics in the health sector	6	GIUR-17/A
Organizational well-being in companies in the health sector	6	PSIC-03/A
Risk management and professional responsibility in healthcare	6	MEDS-25/A

AZIENDE SANITARIE PUBBLICHE E PRIVATE, AGENZIE ED ENTI REGOLATORI (Track 2 - Package 1) Choose between 2 and 3 of the following courses:			
Accounting and budgeting in healthcare companies		6	ECON-06/A
Health services management and operations		6	ECON-06/A
Organizational development and change management		6	ECON-06/A
Planning and control in healthcare companies		6	ECON-06/A
Private consumption and business modeling		6	ECON-06/A
Public and Private Financing of Activities in the Health Sector		6	ECON-06/A
AZIENDE SANITARIE PUBBLICHE E PRIVATE, AGENZIE ED ENTI REGOLATORI (Track 1 - Package 2) Choose at least one course from those marked with (*) and one additional course, if necessary, to reach the 24 ECTS credits required for the track:			
Biostatistics and epidemiology		6	MEDS-24/A
History and evolution of health systems		6	STEC-01/B
Law and ethics in the health sector		6	GIUR-17/A
Organizational well-being in companies in the health sector		6	PSIC-03/A
Public sector contracts and careers		6	GIUR-04/A
Risk management and professional responsibility in healthcare		6	MEDS-25/A
Further elective courses			
Students must earn 9 ECTS credits through free-choice electives. These can include courses from the alternative track, educational workshops, or courses offered by other degree programmes or faculties, subject to approval by the Study Board.			
Students must earn 3 ECTS credits for "Other Training Activities" through:			
English proficiency B2 (3 ECTS)		3	NN
Students must earn 6 ECTS credits for "Other Training Activities" through: - internship at companies, public or private bodies, or professional associations.			
End of course requirements			
Final examination		15	NN
	Total compulsory credits	15	