

Graduate programme

Faculty of Economics

Milan - Rome
a.y. 2022/2023



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

Contents

Economics	3
Graduate programmes	4
Graduate programme in Economics	5
Graduate programme in Economics and Law	14
Graduate programme in Management	22
Graduate degree programme in Management (delivered in English)	32
Graduate programme in Markets and Strategies	34
Graduate programme Business Administration and Consultancy (Milan and Rome Campuses)	39
Graduate programme Innovation and Technology Management (delivered in English)	46
Graduate programme in Economics and Management for Art, Culture and Entertainment	49
Graduate programme in Business, Media and Organisational Communication	58
Graduate degree programme in Data analytics for business (delivered in English)	63
Graduate programme in Management dei servizi (Rome Campus)	65
Theology Courses	
Costs and benefits	70
Advice and Guidance at Università Cattolica Services for students	71



Rigour and value are the principles that identify the Faculty of Economics at Università Cattolica.

Rigour means constant relationship between research and teaching, qualification of the teaching staff, scientific reputation of one of the best economic faculties at international level, attention to learning and teaching processes, seriousness of studies, quality and completeness of the programmes: from Undergraduate and Graduate degrees to University qualifying Specialising Masters and Doctoral programmes.

Value is the principle on which this cultural proposal is built: an economy "at the service of people", according to the intuition inscribed in the genetic heritage of the Faculty of Largo Gemelli. Individual responsibility of the decision-maker is at the heart of economic action: it requires the integral development of the individual and the communities to which he or she belongs.

In terms of teaching, this translates into a balance between a strong multidisciplinary basis and a course structure that is attentive to changes in the social and economic contexts, both at a national and international level. Students will receive in-depth training in the *economic, legal and mathematical-statistical fields*, combining disciplines and learning methods that will enable them to address economic issues from *the integrated perspective of institutional and corporate management, planning and change management*.

Tutoring, internships, placement services, experiences abroad in the most important European, American, Asian and African universities, *e-learning technologies* but also the possibility for those who work to enrol in the late *afternoon-evening courses*. These are the solutions that make it possible to complete your university career on time and strengthen a positive, continuous and solid relationship with the job market, the world of business and professional orders.



Graduate programmes

The Faculty of Economics gives particular importance to Graduate degrees and, as with the undergraduate degree, intends to make them an outstanding part of its offer. As can easily be seen by observing the order of studies, the preference for an interdisciplinary and multidisciplinary education has been confirmed and strengthened in accordance with a cultural perspective that has always been the distinctive feature of the Faculty of Economics at Università Cattolica.

In the a.y. 2022/2023, the following Graduate programmes are activated, which relate to the degree classes indicated below:

CAMPUS OF MILAN

Class LM-56 Economics

- **Economics** (with a profile in English: Economics)

Class LM-77 Economic and Business Sciences

- **Economics and Law**
- **Management**
- **Management** (*delivered in English*)
- **Markets and Strategies**
- **Business Administration and Consultancy** (*also taught at the Rome campus*)
- **Innovation and Technology Management** (*taught in English*) (inter-faculty degree between the Faculties of Economics and Mathematical, Physical and Natural Sciences)
- **Management of Services** (*only taught at the Rome campus*) (interfaculty degree with the Faculties of Economics and Medicine and Surgery)

Class LM-76 Economic Sciences for Environment And Culture

- **Economics and Management of Art, Culture and Entertainment** (inter-faculty degree between the Faculties of Economics and Arts and Philosophy) (with a profile in English: Methods and topics in art management - MaTam)

Classes LM-19 Publishing Information and Systems, LM-59 Public, Business and Advertising Communication Sciences

- **Business, Media and Organisational Communication** (inter-faculty degree between the Faculties of Economics and Arts and Philosophy) (with a profile in English: Communication for Business, Media and Culture)

Class LM-82 Statistical Sciences

- **Data analytics for business*** (*taught in English*) (inter-faculty degree between the Faculties of Economics and Mathematical, Physical and Natural Sciences)

CAMPUS OF ROME

Class LM-77 Management

- **Management of Services** (inter-faculty degree between the Faculties of Economics and Medicine and Surgery) (with a profile in English: Healthcare Management - HEMA)

CAMPUSES OF MILAN AND ROME

Class LM-77 Management

- **Business administration and consultancy** (*delivered in a blended modality*)

Economics

The Graduate degree programme in Economics, which belongs to the LM-56 class of Economics, is an opportunity for graduates from fields related to or complementary to general economics to deepen their knowledge and acquire skills in the working mechanisms of economic systems. It is therefore mainly aimed at graduates of the degree classes L-33 Economics, L-18 Economics and Business Management, L-41 Statistics, L-36 Political Sciences and International Relations, L-37 Social Sciences for Cooperation, Development and Peace and the corresponding classes referred to in the Ministerial Decree of 3 November 1999, no 509, who want to consolidate their previous cultural and/or professional skills.

Objectives

The following competences, knowledge and skills are specific training objectives of the programme:

- in-depth knowledge of the interdependencies between real and financial markets in modern economic systems, which are becoming increasingly globalised;
- in-depth knowledge of how public intervention is organised in modern market economies;
- the ability to link the reality of economic issues with their social dimension;
- the ability to understand the dynamics and determinants of the growth evolution in modern industrial and post-industrial economies.

The Graduate degree in Economics aims at training economists with a solid preparation according to the highest requirements of the European and international standards, mainly by completing the preparation acquired in the degrees of the classes of Economic Sciences. This training objective is also pursued through a coordinated set of approaches such as:

1. In-depth study of the core economic theory and quantitative analysis techniques;
2. the development of competences and interpretative skills in fields of investigation that show the applicative possibilities of the tools acquired;

3. attention to the historical and institutional dimension of the economic systems;
4. development of the ability to apply quantitative methodologies and techniques to the solution of economic and social problems.

Training Programme

The Graduate degree programme is built around a common core of economic, mathematical-statistical, legal and business subjects. Based on that perspective, it is possible for our students to go into specific topics such as: Labour Economics, Industrial Economics, International Economics, Monetary and Financial Economics, Public Economics, Education Economics, Health Economics, Resource and Development Economics, Economic Policy, Impact Assessment of Economic Policies, Economic History. The programme also gives particular emphasis to the research method and leads to a high degree of mastery of quantitative tools in a multidisciplinary context. The programme foresees a course taught entirely in English (Economics). The programme is structured in such a way as to develop a solid basis of competence in the economic and quantitative area, in particular through training activities in the economic and mathemati-

cal-statistical fields. The legal area complements and reinforces the preparation by studying the problems of the functioning of markets, institutions and enterprises.

Teaching Activities and Workshops

The programme includes workshops and internships, organised in collaboration with representatives from business or institutions in which theoretical knowledge is translated into applied contexts.

The proposed programme makes extensive use of interactive teaching methods, combining traditional lectures with the following active teaching tools: advanced exercises, seminars, supplementary courses, discussion of cases, analysis of current issues and problems, meetings with entrepreneurs, managers and representatives of public and private institutions, both national and international.

The programme makes constant use of online platforms where the student can find supplementary teaching material and all further references and contacts for approaching the course content and preparing for examinations.

Credits

The Graduate degree programme lasts two years after the undergraduate programme.

Each exam is given a certain number of credits the same for all students and a grade (expressed in a mark out of 30) which varies according to the level of preparation.

A minimum of 120 credits (ECTS) must be acquired in order to obtain a Graduate degree.

The programmes end with an assessment test, which must in any case be expressed by a grade out of 30. This may also apply to other forms of supplementary teaching for which eligibility may also be provided.

After Graduating

The professional profile for students that graduate in Economics enables them to work in organisations, centres of study and analyses of economic systems, both at national and inter-national level. In addition, the graduate in Economics is in a position to continue and further deepen his or her studies at a doctoral level, in order to pursue an academic career, also at inter-national level.

In particular, the Graduate degree holder can perform a variety of professional functions related to a variety of employment outlets.

Professional Functions:

- Performing operational tasks within banking and financial institutions;
- Providing consultancy services in the economic, socio-demographic, economic, financial and industrial fields;
- Managing relations with public administrations, regulatory authorities and international institutions;
- Performing tasks related to economic and social research.

Job Opportunities:

International organisations, banking and financial institutions, consultancy firms, private companies, public and private research institutes, innovative segments of the public administration, regulatory authorities, non-profit organisations, business press, universities.

Study Plan

The study plans published are here may be subject to change; official reference study plans will be presented in the specific Faculty Guide.

The study plan provides for the acquisition of:
 16 ECTS of disciplines of the business area
 40 ECTS of disciplines of the economic area
 8 ECTS of disciplines of the quantitative area
 8 ECTS of disciplines of the legal area

Competence Profiles

As part of the optional teaching activities, the Faculty has identified combinations of courses that enable the acquisition of knowledge relating to the following skill profiles: **Economics** (*entirely taught in English*), **Finance and International Markets**, **Public Sector Economics and Policies**, **Enterprise, Work and Innovation**.



Note:

The lectures offered in the plan, marked in italics, are delivered in English. Attendance at these courses will therefore only be available to students with an adequate level of spoken and written English. Students enrolled in the Graduate degree programme with an undergraduate degree from a university other than Università Cattolica, and not in possession of the specific language certificates indicated in the admission notice, must take an English language level test at the University Language Service (SeLdA) (further information will be provided in the Faculty Guide).

Economics Profile

The profile is entirely taught in English and represents the University's flagship course in Economics. The programme is equivalent to a graduate programme in Economics. It provides students with a solid training in Economics emphasising rigorous analytical thinking and advanced quantitative methods. Faculty members are internationally recognised economists. Our aim is to train economists suited both for academic and non-academic careers.

During the first year, students will study the foundations of Economics and quantitative analysis, whereas the second year is devoted to field courses that will expose them to recent developments at the frontier of economic research in a variety of topics. At the end of the second year, students will work on their final dissertation.

Besides taught courses, the study plan also offers an internship programme with either economic research institutions (mostly located in the Milan area) or within the University's Department of Economics and Finance, where

students are offered the opportunity of working as applied economists on real world economic issues, as well as meeting prospective employers.

The skills acquired through the Economics programme prepare students to pursue their careers both in academia through further education at the PhD level as well as in the labour market as applied economists in firms, banks and institutions.

The programme is now at its tenth edition and so far it has performed very well in terms of placement in the labour market (World Bank, Bank of Italy, Eurizone, Deloitte, Oxford Policy Management, Intesa San Paolo, Chatham House) and in the academia (some of our student are completing or have completed their PhDs at Universitat Pompeu Fabra Barcelona, University of Nottingham, Scuola Superiore Sant'Anna, and at Cattolica itself, and include winners of prestigious scholarships granted by the Bank of Italy).

First Year	ECTS
Microeconomics	8
Macroeconomics	8
Mathematics for Economics Analysis	8
Empirical Economics	8
Statistical Modelling	8
Two Business courses (GDA) among the following: Public Management, Supply Chain Management, Performance Measurement, Corporate Governance and Social Responsibility, Business Communication, Corporate Strategy, Entrepreneurship, Business Analytics and Data Mining, Finance and Risk Management	16
One Law course (GDG) among the following: Transnational Business Law, Principles of Financial Regulation	8

Second Year	ECTS
Three Economics (GDE) courses among the following: Monetary Economics and Asset pricing, International Economics, Political and Public Economics, Industrial Organisation, Labour Economics, Policy Evaluation, Political Economy of the European Union	24
One of the following (student's choice subject to approval) ¹ : a course in Economics (GDE) or Internship programme or a course among: Quantitative Methods for Finance, International Corporate Finance, Corporate Finance (Options, Futures and Derivatives), Project Management, Applied Statistics and Big Data (Business Analytics) or a course in Business (GDA) or a course in Law	8
Final examination	24

Note:

For further information please visit the University website:
offertaformativa.unicatt.it/cdl-dettagli-del-corso-profile-economics-2019



Finance and International Markets Profile

This profile aims at training professional figures who want to work in the international economic-financial-monetary field. It provides comprehensive and in-depth economic and technical training with a view to employment as an economist and/or professional figure dedicated directly or indirectly to portfolio management in financial markets, both

domestic and international, in the management of companies with international reach and in international organisations (European Union, OECD, International Monetary Fund). It also provides a solid basis for further study and research in the field of international economics, monetary economics and finance.

First Year	ECTS
Macroeconomics	8
Microeconomics (for Finance)	8
One elective: Economics of Emerging Markets, International Economics (Trade and Finance)	8
Securities Market Economics (Derivatives and Structured Instruments)	8
Economics and Bank Management (Risk Management)	8
One elective among: Models for Financial Markets (Derivatives), Statistics (Statistical Learning)	8
One elective: Commercial law II, International Trade Law	8
Second Year	ECTS
Two electives: Economic Analysis, Emerging Market Economics, International Economics (Trade and Finance), Economics (Money and Finance), Monetary Economics (Money and finance), <i>Empirical Economics, Labour Economics, Policy Evaluation, Political Economy of the European Union</i>	16
One elective among: European Union Law, International Law, Corporate Finance (Asset Pricing and Corporate Financing), Portfolio Management, Trade Marketing & Service Management, Comparative Tax Systems and Welfare Policies	8
One course to be chosen by the student ²	8
Internship or One elective among: Advanced Business English, Advanced English TOEFL, Computer Lab for Business Decisions (Data Mining), <i>Statistical Modelling</i>	8
Final Examination	24

Public Sector Economics and Policies Profile

The profile aims to provide students with scientific and professional skills (both theoretical and applied) directed towards a twofold objective:

- examining the modalities in which the modern market economy works;
- analysing the forms and characteristics of public intervention in modern economic systems and discuss their reasons, instruments and constraints.

It provides the professional skills required in regional, national and international institutions (European Union, OECD, World Bank, International Monetary Fund), both public and private, in the supervisory and regulatory authorities and in the research departments of financial institutions and large companies.

This profile can also represent a solid starting point towards scientific research in the field of economics, public economy, economic policy and welfare.

First Year	ECTS
Economic Policy (growth policies)	8
Macroeconomics	8
Comparative Tax Systems and Welfare Policies	8
Two electives among: Economics and Business Management (Management of Internationalisation Processes), Planning and Control (Control Systems), Securities Market Economics (Derivative and Structured Instruments), Business strategy and policy (Corporate strategy). Business strategy and policy (Management), Public management	16
One elective among: Mathematics for Economic and Financial Applications ³ or <i>Mathematics for Economic Analysis, Statistics</i> (Statistical Learning)	8
One elective among: Economic Law ⁴ , Company Law, Labour Law ³ , Industrial Law ³	16
Second Year	ECTS
Two elective among: Economic Analysis, <i>Microeconomics</i> , Education Economics, Human Resources Economics and Policy, International Economics (Trade and Finance), Monetary Economics (Money and Finance), Health Economics, <i>Empirical Economics, Political and Public Economics, Policy Evaluation, Political Economy of the European Union</i> , History of Economic Thought (from Alfred Marshall to after World War II), <i>Industrial Organisation</i>	16
One course of your choice from the group of Economics disciplines (GDE) offered in the Graduate degree programme (other than the one you chose previously) or one course of your choice from the following: Tax Law ³ , Labour Law ³ , Administrative Law, Corporate Finance (Asset Pricing and Corporate Financing), Human Resources Management, Economic History (History of Work and Labour Relations)	8
One course to be chosen by the student ²	8
Internship or One elective among: Advanced Business English, Advanced English TOEFL, Computer Lab for Business Decisions (Data Mining), <i>Statistical Modelling</i>	8
Final Examination	24

Enterprises, Work and Innovation Profile

The profile will enable the student:

- to analyse the ways in which companies interact in the markets, the development mechanisms of the productive sectors and the relations between the political structure and the market;
- to acquire the necessary skills to operate in markets characterised by a strong presence and rapid diffusion of new technologies and to provide suitable tools to analyse innovative processes of production and marketing of goods;
- to provide human resources capable of transfer of general knowledge and specific competences in the field of personnel organisation, career and incentive planning and corporate performance evaluation.

The profile therefore aims to train experts to perform a variety of functions in companies, international organisations, regulatory authorities, with tasks in business economics, human resource management and incentive systems.

First Year	ECTS
Three electives among: Economics of Market Forms, Education Economics, Human Resources Economics and Policy, Economics and Innovation Policy	24
Two electives among: Economics and Business Management (Management of Internationalisation Processes), Planning and Control (Control Systems), Securities Market Economics (Derivative and Structured Instruments), Business strategy and policy (Corporate strategy). Business strategy and policy (Management)	16
One elective among: Mathematics for Economic and Financial Applications ³ or <i>Mathematics for Economic Analysis</i> or Statistics (Statistical Learning)	8
One elective among: Industrial Law ³ , Commercial Law ³ , Company Law, Social Security Law	8
Second Year	ECTS
Two electives among: <i>Empirical Economics, Labour Economics, Microeconomics, Industrial Organisation, Policy Evaluation</i> , Health Economics, Economic Policy (growth policies), Human Resources Economics and Policy, History of Economic Thought (from Alfred Marshall to the post-World War II), Economics and Innovation Policy	16
One elective among: Human Resources Management, Labour Law ³ , Industrial Law ³ , Securities Market Economics (Derivatives and Structured Instruments) (if not already chosen in the first year), Corporate Finance (Asset Pricing and Corporate Financing), Economic History (History of Work and Labour Relations)	8
One course to be chosen by the student ²	8
Internship or One elective among: Advanced Business English, Advanced English TOEFL, Computer Lab for Business Decisions (Data Mining), <i>Statistical Modelling</i>	8
Final Examination	24

Note:

¹ Besides the lists reported above, students can propose an elective course among any of the other courses delivered in English. The submitted proposal must be in line with the aim of the programme and must be approved by the programme coordinator.

² The student may propose the inclusion of subjects of his or her choice, provided that they are consistent with the training objective

pursued. The student may also propose the inclusion of subjects delivered in English in addition to those already indicated. However, this inclusion must take place in accordance with the language certificates provided.

The proposal will be assessed by the appropriate Faculty Committee. The same Committee will assess any exceptions to the study plans proposed here for the Graduate degree programme in Economics, in relation to more particular educational objectives and/or to the previous training already acquired by the student. For students with educational constraints at the time of enrolment, it is advisable to anticipate the choice of course in the first year.

³ The option is exercised only if the course and the corresponding examination have not been taken in the Undergraduate degree programme:

⁴ Students may opt for the Economics Law course only if they have not already taken the Fundamentals of Public Law (Economics Law) examination during their undergraduate programme.



Economics and Law

This Graduate degree programme aims to offer the student a highly qualified interdisciplinary training programme, whose primary objectives are:

- access to the professions of chartered accountant and auditor;
- access to the administration, finance and control functions of industrial, commercial and service companies;
- access to business consultancy in the fields of administration, finance and control;
- access to investment banking and services in the area of corporate finance;
- access to public competitions for independent regulatory authorities in the financial sector.

With this in mind, the course of study in Economics and Law provides a solid economic-business and legal background, developing skills in the tools and abilities needed to train specialist graduates, whose activities may include working in the economic-financial, legal and fiscal fields as well as ensuring the public interest in the area of proper book keeping.

Objectives

The following competences, knowledge and skills are the specific training objectives of the Graduate degree programme in Economics and Law, which belongs to the LM-77 Business Economics class:

- advanced skills, knowledge and abilities in accounting, economics and business management, legal and interdisciplinary areas, such as to allow to perform the profession of accountant, auditor, expert in internal auditing and business consultant (also on financial issues) as well as to hold the role of manager / head of administration, control and finance in medium and large companies, public and non-profit companies;
- graduates will be able to use fluently written and spoken English, in addition to Italian, with reference also to disciplinary terminology;

- graduates will possess the information and telematics skills useful for the performance of the professions indicated.

Training Programme

As for the training course, it is structured in such a way as to develop a solid basis of competence in the area of business management and in the quantitative area, in particular through training activities in the field of business economics and mathematical statistics.

The legal area completes and strengthens the preparation by studying the complex problems of corporate governance, financing, tax law, commercial and labour law, the regulation of business crises and business contracts.

Competence profiles

In the framework of the Graduate degree in Economics and Law, after a common course of study, it is also possible for the student to further deepen a specific area of knowledge and professional specialisation by choosing between three different competence profiles:

- A *Professional* profile, which aims to provide the skills (especially in the legal, accounting and financial areas) necessary for registration in the Register and in general for performing the profession of chartered accountant, business/corporate consultant and expert in accounting/administrative control of companies. The profile is the result of an agreement between Università Cattolica del Sacro Cuore and *Ordine dei Dottori Commercialisti e degli Esperti Contabili* (Association of Chartered Accountants and Accounting Experts) of Milan, aimed at guaranteeing training for access to the profession of chartered accountant with exemption from the first test of the State examination for access to the professional register.
- A *Financial* profile, which aims to provide useful skills in the field of business consulting, finance, investment banking, law and finance of listed companies. The profile is the result of the agreement that Università Cattolica del Sacro Cuore has signed with the *Associazione Italiana degli Analisti e Consulenti Finanziari* (AIAF) (Italian Association of Financial Analysts and Consultants) in view of preparing for the CIIA diploma - Certified International Investment Analyst.
- A profile in *Auditing* which aims to provide specific skills in the field of auditing and legal and accounting organisation, corporate governance and internal control. The profile is the subject of three Agreements. The first two, with the Italian Association of Auditors (ASSIREVI) and with the Italian Association of Internal Auditors (AIIA), are aimed at facilitating the activation of internship contracts at

ASSIREVI member companies and AIIA. In addition, the profile is the subject of the Agreement that Università Cattolica del Sacro Cuore has signed with the Order of Chartered Accountants and Accounting Experts of Milan, aimed at guaranteeing training for access to the profession of chartered accountant with exemption from the first test of the State examination for access to the professional register.

Didactics

Interactive teaching methods are used extensively, combining traditional lectures with the following active teaching tools: exercises, case discussions, analysis of current topics, seminars, meetings with entrepreneurs, managers and representatives of the world of economics professions, both national and international, simulations of professional assignments of varying complexity, company check-ups. There are also training internships in businesses, professional firms and companies, public and private bodies and institutions, both national and international.

It is planned to use teaching aids and online platforms to enrich classroom lectures, support students, exchange and deepen the material covered in the lectures/seminars.

Credits

The Graduate degree programme lasts two years after the undergraduate programme.

Each exam is given a certain number of credits, the same for all students and a grade (expressed in a mark out of 30) which varies according to the level of preparation.

A minimum of 120 credits (ECTS) must be acquired in order to complete the Graduate degree.

The lectures provide for a final assessment test which must in any case be expressed by a mark out of 30.

This may also apply to other forms of supple-

mentary teaching for which eligibility may also be provided.

The study plan provides for the acquisition of:
34 ECTS in disciplines of the business area
12 ECTS in disciplines of the economic area
6 ECTS in disciplines of the quantitative area
12 ECTS in disciplines of the legal area
16 ECTS in disciplines of the interdisciplinary area

After passing the final examination, the student obtains the Graduate degree in *Economics and Law*.

Internships and Traineeships

For the purposes indicated, the profile of the graduate programme outlined above provides for the possibility of carrying out internships in professional firms, auditing companies or other institutions in the form of "Praticantato" (Traineeship) (in the Professional profile) or "Internship" (in the Financial and Auditing profiles).

After Graduating

The Graduate degree holder can perform the following professional roles and functions in the indicated occupational fields:

1. Chartered accountant

Professional registered in section A of the Association of Chartered Certified Accountants and Accounting Experts (the title can be acquired after obtaining the degree and subsequently completing the traineeship and passing the state exam required by law).

Functions:

- He/She provides advanced consultancy in the field of enterprise information systems design;
- He/She keeps company accounts on behalf of private clients;
- He/She carries out economic and financial evaluations in connection with extraordinary operations of varying complexity;
- He/she carries out checks on accounts

and balance sheets;

- of private and public companies, as well as company performance, as a member of the board of auditors;
- He/She provides tax advice to entities, companies and individuals, as well as commercial and insolvency advice to companies and entities;
- He/She may be an official receiver and liquidator;
- He/She provides comprehensive financial advice to businesses and entrepreneurs.

Employment opportunities:

- professional firms providing tax, economic, accounting, commercial and insolvency advice to entities, companies and individuals.

2. Business and general consultant and corporate control professional

Functions:

- on the basis of functions and competences shared with the Chartered Accountant, he/she provides economic, financial and tax advice on national and international transactions (mergers, acquisitions, disposals and other transactions relating to international contracts; design of advanced control models and tools suitable for companies operating on a global scale);
- He/She carries out economic and financial assessments in extraordinary transactions;
- He/She carries out economic and financial analyses to support transfer pricing choices;
- He/She deals with the verification of compliance (which also includes the verification of quality control procedures);
- He/She may have an international consulting orientation when carrying out activities in support of internationally operating clients and/or in international consulting firms;
- He/She usually works in multifunctional teams together with other professionals.

Employment opportunities:

- national and international audit firms;
- strategic and management consulting companies;
- consultancies specialising in tax and legal services, transaction services, business information systems consulting.

3. Framework/Department Head administration, finance and control of medium-sized and large companies (as well as public and non-profit organisations –he/she can be recruited after a career path within the department or after professional experience).

Functions:

- He/She designs and operates economic and financial measurement systems. In particular, they are able to draw up the chart of accounts for general accounting, to make the surveys and to draw up the balance sheet;
- He/She can set up the cost accounting system and calculate the product cost;
- He/She can determine the taxable income of the enterprise;
- He/She plans, organises and manages internal auditing processes: checks the effectiveness of internal administrative procedures, identifying areas of risk;
- He/She formulates protocols of conduct and company directives;
- He/She verifies the correct application of the directives, advising on their implementation;

- He/She controls procedures related to internal self-regulation;
- He/She assesses the compliance of procedures and formulates corrective actions if necessary;
- He/She searches for more advantageous sources of financing and offers support for investment choices.

Employment opportunities:

- medium and large-sized enterprises;
- public and non-profit bodies;
- credit and financial institutions.

Final Examination

As a rule, the paper aims to develop topics that the candidate has actively explored, also through case studies, and must be developed against a background of an appropriate theoretical framework. Thus, the training activities and dissertation writing are closely integrated.

Study Plan

The study plans published are here may be subject to change; the official reference study plans will be presented in the specific Faculty Guide.

The courses that characterise the profiles of the degree programme in Economics and Law will be activated in relation to the students' choices and taking into account the overall teaching requirements.

Professional Profile

First Year	ECTS
Company Law	8
Methodologies and Quantitative Business Determinations (Introduction to IFRS)	8
Tax Law (Proceedings and International Taxation)	8
Methodologies and Quantitative Business Determination (consolidated financial statements and financial statement analysis)	8
Professional Expertise (Counselling and Crisis Management)	8
Financial Science (Taxation of Enterprises and Financial Activities) [only for students who have already taken this examination, one course of their choice in the Economic Area (GDE) ¹]	8
One elective ¹	8
Second Year	ECTS
Business Crisis Law	8
Applied Business Taxation	8
One elective among: Corporate finance (asset pricing and corporate financing) ² Enterprise Financing ²	8
One elective among: Methodologies and Quantitative Business Determinations (IFRS-based valuations), Corporate Finance (Extraordinary Finance and Business Valuation), Economics of Non-profit Companies	8
Professional technique (counselling and crisis management) ⁽²⁾	8
One elective among: Advanced Business English ² , Advanced English TOEFL ² , Computer Lab for Business Decisions (Data Mining) ² , Internship or Research Assistanship	8
Final Examination ³	24

Financial Profile

First Year	ECTS
Corporate Finance (Asset Pricing And Corporate Financing)	8
Corporate Law	8
Methodologies and Quantitative Business Determinations (Introduction to IFRS)	8
Models for Financial Markets (Derivatives)	8
One elective in the Economics Area (GDE) ¹	8
One elective in the Legal Area (GDG) ¹	8
One elective ¹	8

Second Year	ECTS
Methodologies and quantitative business determinations (consolidated Financial Statements and Balance Sheet Analysis) ²	8
Economics and Bank Management (Risk Management) or Portfolio Management ²	8
Corporate Finance (Extraordinary Finance and Business Valuation)	8
Financial Markets Law	8
One elective among: Advanced Business English ² , Advanced English TOEFL ² , Computer Lab for Business Decisions (Data Mining) ² or Internship	8
Final Examination	24

Auditing Profile

First Year	ECTS
Professional Technique (Counselling and Crisis Management)	8
Commercial criminal law	8
Corporate Law	8
Quantitative Business Methodologies and Determinations (Introduction to IFRS)	8
One elective in the Economics Area (GDE) ¹	8
One elective ¹	8
Second Year	ECTS
Methodologies and Quantitative Determination of Companies (Consolidated Financial Statements and Financial Statement Analysis) ²	8
Methodologies and Quantitative Business Determinations (IFRS-based Valuations)	8
Financial Markets Law	8
Corporate Audit (Assurance)	8
One elective between: Corporate Finance (Asset Pricing and Corporate Financing) ² , Models for Financial Markets (Derivatives) ²	8
One elective among: Advanced Business English (2), Advanced English TOEFL ² , Computer Lab for Business Decisions (Data Mining) ² or Internship	8
Final Examination	24

Note:

¹ The student may choose any of the disciplines taught by the Faculty, provided that they have not already taken them. The Faculty recommends that this choice is made from the subjects listed below. Proposals will be assessed by the appropriate Faculty Commission. The same Commission will assess any exceptions to the study plans proposed here for the Graduate degree programme, in relation to more particular educational objectives and/or to the previous training already acquired by the student. The subject areas in business (GDA), economics (GDE), law (GDG), quantitative (GDQ), interdisciplinary (GID) include the following courses *(to be chosen only if they have not already been taken)*:

BUSINESS AREA LIST (GDA):

- Economics and Business Management (Risk Management)
- Economics of Non-profit Companies
- Corporate Finance (Asset Pricing and Corporate Financing)
- Corporate Finance (Extraordinary Finance and Business Evaluation)
- Corporate Financing
- Portfolio Management
- Methodologies and Quantitative Business Determinations (IFRS-based Evaluations)
- Organisation of Corporate Information Systems
- Applied Business Taxation
- Programming and Control (Control Systems)
- Corporate Audit (Assurance)
- Information Systems to Support Business Decisions Professional Technique (Counselling and Crisis Management)

ECONOMIC AREA LIST (GDE)

- Education Economics
- Economics of Market Forms
- Human Resources Economics and Policy
- Health Economics
- Microeconomics (for Finance)
- Financial Science (Business and Financial Taxation)
- Comparative Tax Systems and Welfare Policies

LEGAL AREA LIST (GDG)

- Business and Consumer Contracts
- Banking Law
- Financial Markets Law
- International Trade Law
- Labour Law
- Social Security Law
- Business Crisis Law
- Criminal Trade Law II
- Tax law (Proceedings and International Taxation)

INTERDISCIPLINARY AREA LIST (GID):

- Sociology of innovation
- History of Economic Thought (from Alfred Marshall to the post-war period)
- Economic History (History of Joint Stock Companies)

QUANTITATIVE AREA LIST (GDQ):

- Applied Econometrics
- Models for Financial Markets (Derivatives)

² Marked courses can be brought forward to the first year. In the second year, the courses should be different from those already included in the first year.

³ Internships cannot be selected by students who choose to undertake the curricular internship (12 ECTS) under the form of Traineeship (praticantato).

⁴ The student may carry out a curricular internship (12 ECTS)

Management

Systematic observation and research affirm that companies that achieve results of excellence are those that are able to activate more rapidly effective learning processes, to understand the characteristics of the different contexts in which they operate, to create new organisational solutions through continuous processes of change. The skills that companies now require of graduates are increasingly more connected to this context, which has become multidimensional, defined not only in the specific content of the responsibilities attributed to the job position and the activities carried out, but also in corporate strategies, in the organisation of tasks, in management choices, in the corporate culture and in the characteristics of businesses.

Competence profiles

Some dimensions of knowledge and know-how that were previously considered negligible or subordinate to others have become important and, at the same time, their level of interdependence has increased. Skills and knowledge are closely linked: knowledge creates value if it is applied. The skills needed to support these conditions of excellence are key elements of the design of the Graduate degree in Management for Business. This Graduate degree programme develops skills and knowledge together using active learning methodologies, which encourage the use and application of acquired knowledge, 'putting the learner to work'. The professional profile that the Graduate degree in Management intends to train must be able to conceive problems according to a broad and differentiated number of perspectives, which is the only way to keep together different needs, multiple and complex relationships and to effectively manage professional and highly motivated people.

Objectives

The Graduate degree programme in Management, which belongs to the LM-77 class - Economic and Business Sciences, aims to provide students with an advanced level of training in the management of companies,

both profit and non-profit, private and public, operating in Italy and internationally.

The development of the following competences, knowledge and skills are specific learning objectives:

- advanced knowledge of the new and emerging problems of business management of complex organisations, characterised by intense dynamics, both competitive and of organisational change, as well as of strategic reorientation and the related solution possibilities that favour an integrated view of these problems;
- ability to manage interpersonal relations with superiors, colleagues and subordinates, so as to bring the student closer to the inter- and intra-organisational dynamics that characterise almost all companies or other private and public organisations, regardless of size and structure, and always with a view to the international, intercultural and difference perspective in general;
- methodological skills closely linked to both the socio-organisational and governance variables, the latter referring specifically to the possibility of covering - in perspective - positions of responsibility in the administration and governance of private and public companies; in particular, the

behavioural variables that enable and/or facilitate a rapid and effective introduction into the world of work are addressed;

- typically professional competences, which are important in order to provide the student with a useful preparation for the qualifying examinations for entering the Register and in general for the pursuit of the profession of chartered accountants, business/company consultants and experts in the accounting/administrative control of companies.

Training Programme

The programme is structured in particular with the aim of training in-depth skills on the management issues necessary to hold positions of responsibility in companies operating at national and international level, with particular attention to positions of corporate, divisional (business unit) or functional management (sales, marketing and communication, organisation and management of human resources, production processes and logistics, information systems, administration, control and finance). Particular emphasis will be placed on the increasing degree of internationalisation and innovation that characterises the evolution of management tools and techniques.

Didactics

The advanced theoretical and applicative training will also be contextualised within a broader theoretical framework and, also, of solid preparation regarding economic-quantitative disciplines, according to a concrete approach oriented to the solving, real, relevant and present problems, both at a national and international level. The student will learn to analyse in an advanced way the companies operating in any sector. The courses involve the use of a variety of interactive teaching methods, such as exercises, laboratories, discussion of cases, analysis of current issues, seminars, meetings with Italian and foreign entrepreneurs and

managers, simulations, company check-ups, supplementary courses and other forms of teaching aimed at developing the student's ability to analyse and personally synthesise. It is also planned to use teaching aids and online platforms to enrich classroom lectures, support students, exchange and deepen the material covered in the lectures/seminars. Training internships at companies of various dimensions and operating in various sectors are also foreseen, as well as at public and private institutions, both national and international: they will allow students to acquire direct knowledge of the management, organisation, and survey dynamics and problems, that companies are faced with daily in competitive contexts. The lectures end with an evaluation test. This may also apply to other forms of supplementary teaching for which eligibility may also be provided.

Languages

Graduates will be able to use fluently, in written and oral form, English, in addition to Italian, with reference also to disciplinary terminology. Knowledge of the English language will be improved in the context of dedicated courses (Advanced Business English, Advanced English TOEFL). Students will be able to take advantage of a large number of courses taught directly in English. These language courses are offered to all students, including foreign students who have been coming to the Graduate degree programme for years, also on the occasion of specific international exchange programmes run by the University. The distinctly international slant of these courses enables the student to develop his or her own skills, which are useful for building a global managerial figure. To this end, English-language courses are provided by supplementing the teaching staff with foreign professors/lecturers and researchers.

Credits

The Graduate degree programme lasts two years after the Undergraduate degree.

After passing the final examination, the student is awarded the Graduate degree in Management

Each exam is given a certain number of credits, the same for all students and a grade (expressed in a mark out of 30) which varies according to the level of preparation.

In order to obtain the Graduate degree, a minimum of 120 credits (ECTS) must be acquired.

After graduation

In general, the occupational fields envisaged for graduates concern all those positions that require strong methodological skills closely linked to both the socio-organisational variables of business and governance, the latter specifically referring to the possibility of holding - in perspective - positions of responsibility in the administration and governance of private and public companies.

The professional and cultural knowledge developed in the course of the studies will put graduates in a position to be able to:

- be active participants in decision-making processes in different organisational and sectoral contexts (industrial and service, private or public, mono-business or diversified, profit or non-profit, medium and large-sized companies);
- exercise a leadership role as a manager, entrepreneur, consultant or professional;
- operate successfully in different business areas (organisation and management of the human resources, marketing and communication, production processes, logistics, information systems, administration, finance and control).

Study Plans

The study plans published here may be subject to change; the official reference study plans

will be presented in the specific Faculty Guide. The subjects that characterise the graduate degree programme in Management will be activated according to the choices of the students and taking into account the overall teaching requirements.

The degree programme aims to train people to take on managerial roles in small, medium-sized and large, national and international companies and/or professional roles in consulting firms or in free-lancing. The ability to fulfil these roles effectively is progressively built up by acquiring differentiated knowledge that can be placed in 5 areas, which are considered fundamental:

- business area (GDA);
- economic area (GDE);
- quantitative area. (GDQ);
- legal area (GDG);
- interdisciplinary area (GID).

In particular, the Credits relating to the above areas are distributed as follows.

	ECTS
GDA (business area)	40
GDE (economic area)	16
GDQ (quantitative area)	8
GDG (legal area)	8
GID (interdisciplinary area)	8
One course of your choice in one of previous subject areas	8
One course of your choice among: Applied Knowledge, Advanced Business English, Advanced English TOEFL, Computer Lab for Business Decisions (Data Mining) or Project Internship	8
Final Examination	24

Given the variety that managerial and professional profiles tend to assume in business organisations and considering flexibility as a distinguishing factor of the degree course, students are given maximum autonomy in defining their own study path within the scope of the courses related to the different areas, subject to compliance with the constraints imposed in terms of credits. In order to support the student

in the (not easy) choice of a professional outlet and the associated contents, a limited number of professional profiles are proposed, which pre-select the courses to be included in the study plan. It is emphasised that these profiles are only examples and do not represent binding choices.

1. Business courses (GDA, 40 ECTS)*

These are courses (GDA) designed to build a set of advanced knowledge that guides the professional profile expected by the student. Below is the list of GDA courses that will be implemented. As part of their study plan, students must choose at least 5 of the GDA subjects listed below (6 if they choose to select in the GDA area, the elective subject in their study plan). Each course is worth 8 credits.

Banking & Finance area

Bank Economics and Management (Risk Management), Economics of Financial Intermediaries (Private Banking), Economics of the Securities Market (Derivatives and Structured Instruments Corporate Finance (asset pricing and corporate financing), Corporate Finance (Extraordinary Finance And Business Evaluation), *International Corporate Finance*, Sustainable Finance.

Human Resources, Organisation and Information Systems to Support Business Decisions Area

Change management, Organisational Behaviour, Human Resources Management, Project Management, Organisational design (structures and processes) Information Systems for Business Decision Support

Marketing Area

Business communication, *Brand management*, International Business Marketing, Trade Marketing & Service Management

Accounting Area

Business sustainability, *Quantitative business methodologies and determinations (consolidated financial statements and balance sheet analysis)*, *Quantitative business methodologies and determinations (Introduction to IFRS)*, *Business tax planning*, *Auditing (assurance)*

Planning & Control Area

Economics and Business Management (Management of Internationalisation Processes), *Performance Measurement*, Programming and Control (Control Systems), Strategy and Corporate Policy (Management), Corporate Strategy, *Entrepreneurship*

Industries Area

Cross cultural management, Economics of Non-profit Companies, *Public management*

Note:

The lessons offered in the plan, marked in italics, are delivered in English. Students enrolled in the Graduate degree programme with an undergraduate degree from a university other than Università Cattolica, and not in possession of the specific language certificates indicated in the admission notice, must take an English language proficiency test at the University Language Service (SeLdA) (further information can be found in the Faculty Guide).

* The Faculty reserves the right to assess the appropriateness of activating a particular course on the basis of teaching needs and also taking into account the choices of students.

2. Economic courses (GDE, 16 ECTS)

Below is the list of GDE courses that will be activated. As part of their study plan, students must choose at least 2 of the GDE courses listed below (3 if they decide to select in the GDE area the elective foreseen in their study plan). Each course is worth 8 Credits.

- Economic Analysis, Economics of Emerging Markets, Economics and Innovation Policy, Education Economics, Economics of Market Forms, Economics And Policy of Human Resources, International Economics (Trade and Finance), Health Economics, *Empirical Economics*, *Labour Economics*, Macro Economics, *Macroeconomics*, Microeconomics (for Finance), *Microeconomics*, *Monetary Economics and Asset Pricing*, Political Economy (Equity and Growth), *Political and Public Economics*, *Political Economy of the European Union*, Finance (Business and Financial Taxation), Comparative Tax Systems and Welfare Policies.

3. Legal courses (GDG, 8 ECTS)

The list of GDG courses that will be activated is presented below. As part of their study plan, students must choose at least 1 of the GDG courses listed below (2 if they decide to select in the GDG area, the elective foreseen in their study plan). Each course is worth 8 Credits.

- Banking Law, Company Law, European Union Law, Social Security Law, Business Crisis Law, Industrial Law, Tax Law (Proceedings and International Taxation), Financial Market Law.

4. Quantitative courses (GDO, 8 ECTS)

Below is a list of the GDO courses that will be activated. As part of their study plan, students must choose at least 1 of the GDO courses

listed below (2 if they choose to select in the GDO area, the elective foreseen in the study plan). Each course is worth 8 Credits.

- Mathematics for Economic and Financial Applications, Quantitative Methods for Management, Models for Financial Markets (Derivatives).

5. Interdisciplinary courses (GID, 8 ECTS)

Below is a list of the GID courses that will be implemented. As part of their study plan, students must choose at least 1 of the GID courses listed below (2 if they decide to select in the GID area, the elective foreseen in the study plan). Each course is worth 8 Credits.

- Market Analysis, Population and Market Dynamics, Applied Econometrics, Psychology of Relations (Psychology of Work and Organisations), Economic Sociology, Economic History (History of Work and Labour Relations), Economic History (History of Banking), Economic History (History of Corporations), History of Economic Thought (from Alfred Marshall to the post-World War II period).

6. Electives (8 ECTS)

The inclusion in the study plan of an optional course (worth 8 ECTS) may be: a) linked to the fulfilment of the admission requirements to the degree programme (as indicated in the notices to be published on the University website); b) defined autonomously by the student by opting for one of the other courses in the degree programme. If the student chooses a course not included among those offered as part of the degree programme, the Faculty reserves the right to assess its consistency with the training project.

7. Applied knowledge

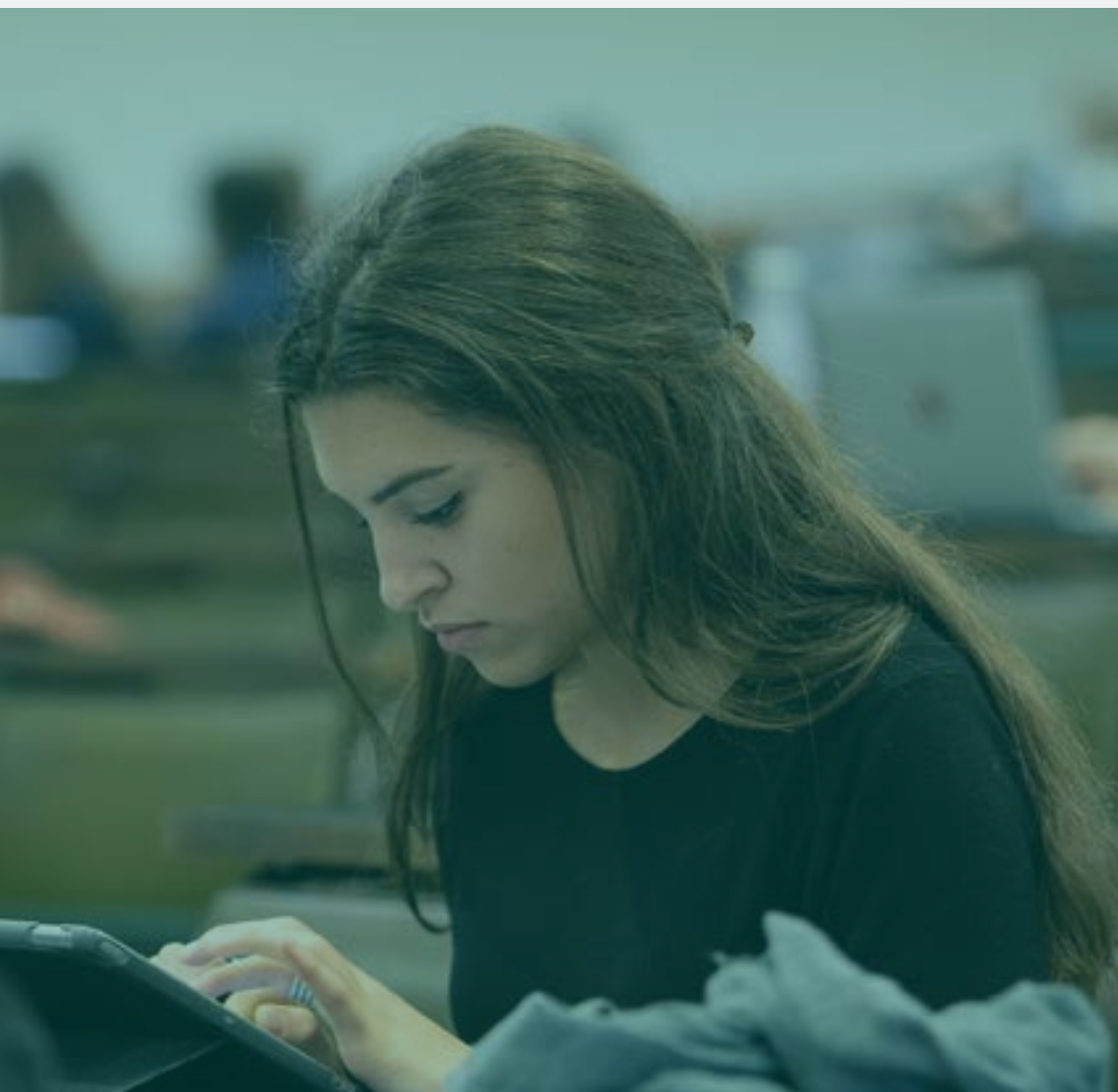
Three optional activities (8 ECTS each) are offered to integrate the knowledge acquired:

- activity of deepening computer skills [Computer Laboratory for business decisions (data mining)]: it means attending a course for the application of programmes concerning data analysis and the construction of databases;
- activities of deepening the English language, this means attending an advanced course in Business English or preparing for the TOEFL;
- Project internship.

8. Final thesis work (24 ECTS)

The final examination consists of a thesis in which the student must demonstrate that he/she is familiar with the relevant scientific literature on the chosen topic and that he/she knows how to use analytical tools, interpretative and normative models, quantitative methods and computer applications with reference to the chosen topic.

The thesis can also be carried out in connection with internships, research organisations or other institutions.



Example of Study plan organised over the two years (120 ECTS)

In constructing his or her study plan, the student must make provision for no more than 8 courses per academic year.

For illustrative purposes only, here is how the curriculum could be constructed as described in the previous five points:

First Year	ECTS
I SEMESTER	
GDA	8
GDA	8
GID	8
GDE	8
II SEMESTER	
GDA	8
GDA	8
GDE	8
GDG	8
Second Year	ECTS
I SEMESTER	
GDA	8
GDQ	8
Elective	8
II SEMESTER	
Applied Knowledge Advanced Business English, Advanced English TOEFL, Computer Lab for Business Decisions (Data Mining) or Internship	8
Final examination	24

The coordinator of the Graduate degree programme in *Management* is available to support students in the construction of their study plan, based on an analysis of individual motivations, personal aspirations and the expected professional profile.

Competence profiles

Students on the Graduate degree programme in Management can flexibly construct their own study plan, choosing out of more than 70 complex courses, while respecting the constraint of the distribution of ECTSs between disciplines indicated above. In order to facilitate this choice and, above all, to make it coherent with a clearly identifiable professional outlet, a limited number of competence profiles are proposed, which pre-select the courses to be included in the study plan.

The Graduate Degree Programme in Management includes the following competence profiles:

- **Marketing;**
- **Finance;**
- **Human Resources and Organization Management;**
- **Accounting;**
- **Strategic management;**
- **General management.**

Competence Profile in Accounting

The profile in Accounting is oriented towards the development of skills considered fundamental for the training of professionals in business administration, management control and financial analysis. The professional profile thus 'built' favours professional development in the administration, finance and control areas of companies of all sizes and in the teams of business consulting firms.

GDA (40 ECTS)

I year

- Methodologies and quantitative business determinations (introduction to IFRS)
- Business tax planning
- Programming and control (control systems)

II year

- Methodologies and quantitative business determinations (consolidated financial statements and balance sheet analysis)
- Corporate auditing (assurance)

GDE (16 ECTS)

Emerging market economics, International economics (trade and finance), Health

economics, Political and public economics, Finance science (taxation of companies and financial activities), Comparative tax systems and welfare policies

GDQ (8 ECTS)

Quantitative Methods for Management, Models for Financial Markets (Derivatives) GDG (8 ECTS)

Company law, Company crisis law, Tax law (proceedings and international taxation)

GID (8 ECTS)

Applied econometrics, History of economic thought (from Alfred Marshall to the post-World War II period), Economic history (history of joint-stock companies)

Electives (8 ECTS)

Applied knowledge (8 ECTS)

Advanced Business English, Advanced English TOEFL, Computer Lab for Business Decisions (Data Mining), Project internship

Final Examination (24 ECTS)

Competence Profile in Finance

The course in Finance is oriented towards the development of skills considered fundamental to understand the management logic of the bank and other financial intermediaries, to study the relationships between the company and its financier, to analyse business decisions and particular profiles of the financial management of the company. The professional profile progressively 'built' around these competences will facilitate the insertion in the business areas related to administration and control and finance, as well as the insertion in the management, administration and finance functions of banks, insurance companies and other financial intermediaries, as well as consultancy companies.

GDA (40 ECTS)

I year

- Corporate finance (asset pricing and corporate finance)
- Economics and bank management (risk management)

- Economics of financial intermediaries (private banking)
 - Securities market economics (derivatives and structured tools)
- II year

- Corporate finance (extraordinary finance and business valuation)

GDE (16 ECTS)

Economic Analysis, International Economics (Trade and Finance), *Empirical Economics*, Monetary Economics and Asset Pricing, Comparative Tax Systems and Welfare Policies

GDQ (8 ECTS)

Quantitative Methods for Management, Models for Financial Markets (Derivatives)

GDG (8 ECTS)

Banking Law, Company Law, Tax Law (Proceedings and International Taxation), Financial Market Law

GID (8 ECTS)

Economic History (History of Banking), Applied Economics

Electives (8 ECTS)

Applied knowledge (8 ECTS)

Advanced Business English, Advanced English TOEFL, Computer Lab for Business Decisions (Data Mining), Project Internship

Final Examination (24 ECTS)

Competence profile in Human Resources and Organization Management

The course in Human Resources and Organisational Management is oriented towards the development of basic and advanced skills in the management of labour relations, in a cross-functional and integrated perspective of the different disciplinary matrices: business-economics, economics, quantitative, legal and psycho-social. The professional profile progressively "built" around these competences will facilitate the insertion in the company areas and will favour the insertion in the company positions placed in the functions of direction and management of the company personnel, organisational development and management of industrial relations, information

systems and organisational change, as well as in professional services and consulting companies operating in the area of organisational management and development

GDA (40 ECTS)

I year

- *Human Resources Management*

- *Organisational behaviour*

- *Project management*

II year

- *Corporate strategy and policy (management)*

- *Organisational design (structures and processes)*

GDE (16 ECTS)

Education Economics, Human Resources Economics and Policy, Health Economics, *Labour Economics*, Comparative Tax Systems and Welfare Policies

GDQ (8 ECTS)

Mathematics for Economic and Financial Applications, Quantitative Methods for Management

GDG (8 ECTS)

Company Law, Social Security Law

GID (8 ECTS)

Psychology of Relationships (Work and Organisational Psychology), Economic History (Work and Labour Relations), History of Economic Thought (from Alfred Marshall to the post-World War II Period)

Electives (8 ECTS)

Applied knowledge (8 ECTS)

Advanced Business English, Advanced English TOEFL, Computer lab for Business Decisions (Data Mining), Project Internship

Final examination (24 ECTS)

Competence profile in Marketing

The Marketing profile is oriented towards the development of competences that are considered undamental for the management of market relations as a decisive element for the success of any enterprise, regardless of its size or sector. The professional profile progressively "built" around these competences will facilitate the insertion in the company positions of product and brand manager, account manager

(company and communication agency), market analyst and researcher, sales manager, trade marketing manager, communication manager, etc.

GDA (40 ECTS)

Corporate governance and social responsibility, Corporate Finance (Asset Pricing and Corporate Finance), Quantitative Business Methods and Determinations (Consolidated Financial Statements and Financial Statement Analysis), Quantitative Business Methods and Determinations (Introduction to IFRS), Corporate Tax Planning, Planning and Control (Control Systems), Auditing (Assurance), Information Systems to Support Business Decisions, Sustainable Finance

GDE (16 ECTS)

Emerging Market Economics, International Economics (Trade and Finance), Health Economics, Political and Public Economics, Financial Science (Corporate and Financial Taxation), Comparative Tax Systems and Welfare Policies

GDQ (8 ECTS)

Quantitative Methods for Management, Models for Financial Markets (Derivatives)

GDG (8 ECTS)

Company Law, Law of Corporate Crises, Tax Law (Proceedings and International Taxation)

GID (8 ECTS)

History of Economic Thought (from Alfred Marshall to the Post-War Period), Economic History (History of Joint-Stock Companies)

Electives (8 ECTS)

Applied knowledge (8 ECTS)

Advanced Business English, Advanced English TOEFL, Computer Lab for Business Decisions (Data Mining), Project Internship

Final Examination (24 ECTS)

Competence profile in Strategy

The profile in Strategy is oriented towards the development of skills that are considered fundamental for guiding the managerial processes that, in complex organisations, lead to a clear definition of corporate strategies and their effective implementation. The professional pro-

file which is progressively 'built' around these skills will facilitate placement in the corporate areas of strategic planning and control as well as in positions of cross-functional responsibility as regards several functional areas (e.g. administration, marketing, human resources, etc.)...

GDA (40 ECTS)

I year

- Corporate strategy and policy (management)
- Programming and control (control systems)
- Project management

II year

- Economics and business management (management of internationalisation processes)
- Corporate strategy and policy

GDE (16 ECTS)

Economic analysis, Innovation economics and policy, Economics of market forms, Economic policy (growth policies), Financial science (taxation of companies and financial assets)

GDQ (8 ECTS)

Mathematics for Economic and Financial Applications¹, Quantitative Methods for Management

GDG (8 ECTS)

Company Law, European Union Law, Business Crisis Law

GID (8 ECTS)

Applied econometrics, relational psychology (work and organisational psychology), sociology of innovation Electives (8 ECTS)

Applied Knowledge (8 ECTS)

Advanced business English, Advanced English TOEFL, Computer lab for business decisions (data mining), Project internship

Final examination (24 ECTS)

Graduate degree programme in **Management** (delivered in English)

Course aims

The graduate programme in Management is a two-year General Management programme designed for students who strive for playing an active managerial role in a range of internationally networked markets and multicultural contexts. The programme provides challenging education in the key functional areas of management and business administration, with a specific emphasis on international and multicultural issues, a deep understanding of the business world, and a pervasive orientation to responsibility for the ethical issues related to professional practice and global sustainability.

A major strength of the programme is the combination of strong analytical foundations and real-world applications by means of an extensive use of active teaching methods, including group project works, case studies, role-plays, and simulations. A close interaction with a group of selected companies offers a practical learning experience that facilitates the development of a deep understanding of the business world and critical decision making. Students are encouraged to build their international profile by taking full advantage of a range of international opportunities.

Entirely taught in English, the graduate degree programme in Management provides national and international students with a unique

learning experience, within a diverse and multicultural environment which facilitates a personal development journey including individual and team-based issues. The teaching calendar is organised in three terms (Fall, Winter and Spring terms).

Applicants who are non-native speakers of English must provide evidence of English language proficiency. For any further information refer to the graduate programme website. Attention is strongly recommended.

Career Prospects

The Graduate degree programme in Management opens up a wide range of career opportunities in the international labour market to people who want to play an active role in global and local companies operating in different sectors. Graduates have a flexible and multidisciplinary profile to pursue managerial, consultant, professional, and entrepreneurial careers in complex organisational environments where international and multicultural issues stand out. In particular, the graduate degree programme in Management offers career opportunities in large consultancy, multinational, luxury, and healthcare organisations, as well as in small and medium enterprises.

First Year	ECTS
Mathematics for Management	8
Transnational Business Law	8
Managerial Economics	8
Four advanced business courses among: Corporate Strategy, Corporate Finance (Options, Futures and Derivatives), Customer-based Marketing Strategy, Financial Accounting and Analysis (Main Issues in Application of IFRS), HR Management, Management Control Systems, Supply Chain Management	32
Second Year	ECTS
One elective course among: Industrial Organisation, International Economics, Labour Economics, Political Economy of The European Union	8
Two elective courses among: Business Communication, Change Management, International Corporate Finance, Management Information Systems, Project Management, Performance Measurement, Work and Organisational Psychology	16
One elective course among: Applied Statistics and Big Data (Business Analytics), Brand Management, Corporate Governance and Social Responsibility, Cross Cultural Management, Entrepreneurship, International Business Management, Public Management	8
Business Lab: Introductory course	4
Field Project or Internship	8
One course among the advanced and elective courses	8
Final Examination	12

Markets and Strategies

The Graduate degree programme in Business Markets and Strategies aims to develop one of the traditional strengths of the Faculty of Economics at Università Cattolica, namely the ability to train graduates with an interdisciplinary profile capable of mastering the basic elements necessary for carrying out their activities in the various fields of business, banking, professions and institutions. It is the strength and richness of this training that has enabled our graduates to successfully manage the changes that have taken place in recent years in the various professional profiles. The new challenges imposed by the development of the knowledge society and the accentuation of international competitive processes suggest, however, that we must interpret this traditional strength of ours in a more dynamic and innovative way not through the simple sum of the different skills, but through their use to study more in-depth complex problems, which can be better understood if handled in a multidisciplinary perspective.

Course aims

In general, the following competences, knowledge and skills are specific educational objectives qualifying the Graduate degree programme in Markets and Strategies, which belongs to the class LM-77 Economic and Business Sciences:

- knowledge of specialised techniques in the field of Economics and Business Management (at both the micro-and macroeconomic level), enabling them to address the complex problems that characterise today's business management. In an economic context that has become increasingly uncertain due to the enlargement of the markets and their volatility, it is essential to deepen the knowledge of the theory and techniques that allow to predict the behaviour of the actors operating on the markets. This implies knowing the incentives that economic actors respond to, and how these incentives work in situations of uncertainty and in different institutional contexts;

- knowledge of institutional issues which influence the environment where the activity of businesses and economic organisations is held. The environment in which companies operate has become increasingly complex, it is profoundly influenced by the political and institutional structures that exist in different countries.

A specific training objective of the Graduate degree is to focus on institutional issues and regulatory frameworks that characterise the new international economic order; - the ability to employ different methodological approaches to market problems and business strategies, acquired through an interdisciplinary method and teamwork.

The strongly interdisciplinary nature of the training course implies the use of different methodological and operational tools necessary to deal with different economic/business realities. These realities are tackled with a cross-sectoral approach to the problems by jointly using the contribution of different scientific disciplines.

Competence profiles

In particular, the Graduate degree programme provides students with an advanced level of training necessary to deal with the main managerial, consultancy and entrepreneurial issues that characterise today's business environment. The aim is to provide the student with advanced tools and competences to undertake a managerial career in industrial, service and consulting companies, also through the development of entrepreneurial attitudes, both with reference to innovation and to the launch of new enterprises. The achievement of these objectives is achieved through a course of study that provides a solid basic economic-business preparation, necessary to acquire the methods of analysis and methodological procedures typical of the managerial field, supplemented by more professional skills. To these are added: the skills provided by the disciplines characterising the activity of business management, which are important for understanding the principles, methods and tools relating to the administration, control and determination of the financial and commercial needs of enterprises; - the skills relating to the functioning of quantitative tools to support decision-making, both statistical and econometric. They will be complemented by dynamic simulation methods, which exemplify recurring decision-making situations in the company.

Training Programme

The training profile includes an in-depth study of economic and managerial disciplines and the use of advanced quantitative tools capable of deepening the various dynamics that characterise the markets and the strategic responses more appropriate in such situations and in different institutional contexts. In particular, the training course will pay particular attention to the growth and internationalisation profiles of companies as well as to innovation policies on the one

hand, and on the other to the problems of human capital and the decision-making and leadership processes in companies. The topics of business plan elaboration and the discussion of business cases are also developed in depth, accompanied by the experiences of Italian and foreign managers and entrepreneurs. Graduates will be able to use the English language fluently, both orally and in writing, in addition to Italian, also with reference to the disciplinary terminologies.

In addition, in order to pragmatically steer the learning path, the Graduate Degree in Business Markets and Strategies has designed and offers two special projects exclusively dedicated to the students of the degree course The Soft Skills Workshop, which aims to support students in identifying the soft skills currently required in various work and professional contexts and in assessing their own skills profile with a view to improvement; the Career Coach Project, which provides a group of expert coaches to guide students in micro-groups towards the identification of their professional goals and the development of their own personal career and employment project.

Thanks to the proposed training programme, the student learns to analyse in an advanced way particularly complex companies operating in any field of activity, according to a particularly advanced analytical and strategic approach.

Didactics

To this end, the programme is delivered through lectures supplemented by tutoring activities. The courses involve a strong use of active teaching: exercises, workshops, discussion of cases, analysis of current issues, seminars, meetings with national and international entrepreneurs and managers, simulations, company check-ups, supplementary courses and other forms of teaching aimed at developing the student's ability to analyse and personally synthesise.

The lessons end with an assessment test. This

may also apply to other forms of supplementary teaching for which eligibility may also be provided. The students have the opportunity to engage in internships in selected companies: this has the aim of enabling them to acquire direct knowledge of the economic and strategic dynamics that companies face on a daily basis in different national and international competitive contexts. The course of study includes the constant use of on-line platforms, where students can find all the necessary teaching material and all further references and contacts for more in-depth study of the teaching content and for exam preparation.

Credits

The Graduate degree programme lasts two years after the Undergraduate degree. Each exam is given a certain number of credits, the same for all students and a grade (expressed in a mark out of 30) which varies according to the level of preparation. In order to obtain the Graduate degree, a minimum of 120 credits (ECTS) must be acquired.

After Graduating

The Graduate degree holder can perform the following professional roles and functions in the occupational fields indicated below.

1. Consultant for Entrepreneurial Initiatives and Entrepreneur

Main functions:

- He/She structures and draws up the business plan and searches for funding sources;
- He/She evaluates, analyses and selects entrepreneurial projects, defining their financial needs and relations with the capital market;
- He/She analyses the economic and financial performance and cost structures of enterprises;
- He/She can manage relations, in organisational, governance and

contractual terms, between entrepreneurs, investors and project financiers;

- He/She offers advice in the area of innovation.

Employment opportunities:

- launch of new business initiatives;
- management consultancy also in the field of start-ups.

2. Manager in the area of Branding, Sales and Organisation

Main functions:

- He/She deals with commercial, marketing and communication activities;
- He/She deals with the management and evaluation of human resources;
- He/She supervises innovation, rationalisation and research and development projects;
- He/She co-ordinates international projects and can provide support to different business functions.

Employment opportunities:

- industrial and service enterprises (both profit and non-profit, but also public);
- consulting companies;
- banks and insurance companies.

3. Manager in the Control area

Main functions:

- He/She coordinates administrative activities;
- He/She offers advice on management control;
- He/She carries out the activities and processes of management planning and control of commercial, industrial and financial enterprises (and in general of both profit and non-profit enterprises).

Employment opportunities:

- industrial and service enterprises (and in general private companies, both profit and non-profit);
- consulting company.

Study Plans

The study plans published here may be subject to change; the official reference study

plans will be presented in the specific Faculty Guide.

The profile is characterised by an interdisciplinary approach in both content and teaching methods. The courses have a strong co-teaching and multiple teaching component.

The curriculum includes the following subjects of 8 ECTS each:

- Law and Economics of International Organisations
- Energy Economics and Environmental Asset Management
- Corporate Financing
- Innovation, Brand and Intellectual Property
- Internationalisation of Markets and International Companies
- Work and Enterprise In the Knowledge

Study plan spread over the two years

First Year	ECTS
Innovation, Brand and Intellectual Property	8
Decision-Making, Negotiation and Leadership	8
Internationalisation of Markets and International Companies	8
Market, Competition and Regulation	8
Statistics for Business Decisions	8
Work and Enterprise in the Knowledge Society	8
Energy Economics and Environmental Asset Management	8
Dynamic Systems and Business Strategies	8
One elective*	8
Second Year	ECTS
Enterprise Financing	8
Law And Economics of International Organisations	8
Advanced Business English, Advanced English TOEFL, Computer Workshop for Business Decisions (Data Mining) or Internship	8
One elective* (if not already chosen in the first year)	8
Final Examination	24

* List of elective courses

BUSINESS COURSES (GDA)

Banking and Finance Area

Bank Economics and Management (Risk Management), Economics of Financial Intermediaries (Private Banking), Securities Market Economics (Derivatives and Structured Instruments), Corporate Finance (Asset Pricing and Corporate Finance)

Organisation and Information Systems area

Human Resources Management, Organisational Behaviour, Information Systems to Support Business Decisions

Marketing area

International Business Marketing, Trade Marketing & Service Management

Accounting area

Methodologies and Quantitative Determinations of Companies (Consolidated Financial Statements and Financial Statement Analysis), Methodologies and Quantitative Determinations of Companies (Introduction to IFRS), Auditing (Assurance), Corporate Tax Planning

Planning and Control area

Business Strategy and Policy (Management), Business Strategy and Policy (Corporate Strategy), Business Economics And Management (Management of Internationalisation Processes), Planning and Control (Control Systems)

Industries area

Entrepreneurship and Management of Small and Medium-Sized Enterprises, Economics of Non-profit Companies

ECONOMIC COURSES (GDE)

Economic Analysis, Economics and Innovation Policy, Education Economics, Economics of Market Forms, Economics and Policy of Human Resources, Monetary Economics (Money And Finance), Health Economics, Microeconomics (for Finance), Economic Policy (Equity and Growth), Financial Science, Development Economics

LEGAL COURSES (GDG)

Company Law, Labour Law, European Union Law, Social Security Law, Business Crisis Law, Industrial Law, Tax Law, Banking Law, Commercial Criminal Law

QUANTITATIVE COURSES (GDQ)

Quantitative Methods for Management, Applied Econometrics, Models for Financial Markets (Derivatives)

INTERDISCIPLINARY COURSES (GID)

Psychology of Relationships (Psychology of Work and Organisations), Economic History (History of Work and Labour Relations), Economic History (History Of Banking)

Note:

The student may propose the inclusion of disciplines of his or her choice, provided that they are consistent with the educational objective pursued.

The proposal will be assessed by the appropriate Faculty Commission. The same Commission will assess any exceptions to the study plans proposed here for the Graduate degree in Markets and Strategies, in relation to more particular educational objectives and/or to the previous education already acquired by the student. The Faculty recommends exercising the option among the above courses.

Business Administration and Consultancy

Milan and Rome Campuses

The demand for training for students/workers is growing: it is high and qualified. The response to this growing need has been the activation since the a.y. 2016-2017 of a Graduate degree programme that **represents the transformation and expansion** of the experience of the afternoon evening course offered at the Milan site. The considerable interest shown by students in the degree programme in management and business consultancy has prompted the Faculty to set up a course with similar objectives and study plan also at the Rome campus.

The LM 77 course of studies **Business Administration and Consultancy - blended** represents the evolution of the "history" of the Faculty of Economy, from which we all started, in a social context where:

- work has become less structured and programmable, complex and fragmented, highly relational and often supported by sophisticated technology, both in the service and consultancy sectors and in manufacturing, commerce and public administration;
- the individual's awareness of the need to broaden, deepen and update one's skills and knowledge is a clear life project to ensure an active and responsible presence within the evolving and frequently changing work environment (*life-long learning*);
- the demands of companies, institutions and professional contexts for positions of responsibility require wider knowledge and the personnel development policies foresee, support in various forms and enhance models of certified deepening of knowledge;
- the need to reconcile work requirements with the quality of personal and relational life (*worklife balance emer-*

gencies) is evident and strong among the latest generations of workers.

The course of studies draws on existing experience, shares with the other Graduate degree programmes in business of the University a part of the basic training course, paying particular and special attention to the enhancement of the work experience of students/workers, through an original formula of *e-blended*. The effectiveness of this project stems from the close collaboration with the research centres ILAB (Centre for Innovation and Development of University Teaching and Technology) and CREMIT (Research Centre for Media Education, Information and Technology Literacy).

Objectives

The training project aims to:

- *respond to a growing demand for students/workers;*
- *train skills that foster the professional development and responsibility of those already in the labour market;*
- *set up a learning context according to an "Executive" model, consistent with the availability of "blended" learning technologies available at the University (50% of teaching activities will be in presence,*

during the weekends - not in the evening hours - and the other 50% managed online through the most recent e-learning technologies);

- promotion of a project with its own *specific identity and primacy* at a national level, given the particularities of the target group (students/workers), the delivery time and the plurality of the learning technologies used.

Training Programme

Business Administration and Consultancy - blended is characterised by an original learning process and teaching methods.

The teaching process involves a *careful balancing of the composition of the individual courses*: the definition and distribution of the teaching hours for each course between face-to-face teaching (50% of the learning process) and distance learning taking into account the contents of the different disciplines and the learning objectives, supplementary and evaluation activities. The face-to-face lesson qualifies not only as a moment of frontal lesson and transmission of contents, but also as a moment of *confrontation* among trainees and/or moments of revision of the work done online.

The methodology of the classroom lesson therefore balances 'expositional' moments of pure content with moments of practice and comparison, based on learning by trial and error, by classroom consultation, oriented towards *problem solving*. *The courses have an online space (Blackboard platform) with a graphic layout and a common structure identifying the whole course.* For each course, audio/video materials are designed and produced to illustrate the content or case studies.

The use of e-blended informatics and didactic techniques will make it possible to overcome the obstacles of proximity to the place of study that currently prevent many workers from embarking on a Graduate degree programme.

Didactics

The structuring of distance learning activities includes the following activities:

- consultation of *video lectures* or supplementary materials that the professor does not usually develop in the classroom;
- creation of a *database of contents and materials*;
- development of practice work and/or case study also to be carried out in groups;
- activities of *self-assessment* with respect to the topics covered;
- activities of *coaching/tutoring* which can be developed thanks to an ongoing dialogue with the tutors.

Credits

The Graduate degree programme lasts two years after the Undergraduate degree.

Each exam is given a certain number of credits, the same for all students and a grade (expressed in a mark out of 30) which varies according to the level of preparation.

In order to obtain the Graduate degree, a minimum of 120 credits (ECTS) must be acquired.

After Graduating

The graduate degree holder can perform the following professional roles and related functions in the following occupational fields:

1. Manager in the area of Marketing, Commerce and Organisation in Industrial and Service Enterprises.

The Graduate degree can support the various corporate functions and in particular he/she can operate in the field of commercial, marketing and communication activities, and can manage national and international innovation, rationalisation, research and development projects.

The main competences are business (related to market analysis, design of the company organisation and commercial policies of the enterprise), Economics (related to the function-

ning of national and international markets), statistics and mathematics (for the support of business decisions) and law (for the compliance with the rules on business activity, competition and market).

They are conceivable in relation to all parts of the economic system, including profit and non-profit enterprises, public administration, consulting companies and credit and financial institutions.

2. Manager in the area of Control in the Industrial and Service Sectors.

The Graduate degree will enable the graduate to perform administrative functions and to carry out consultancy and coordination activities in the field of management control and company auditing; he/she will also be able to participate in company management planning.

The main competences are business (for the analysis of audit, planning and control aspects), economic (for the analysis of economic and economic policy profiles, market structure and dynamics), statistical and mathematical (for the support of business decisions) and legal (for the compliance with the rules on business, competition and market).

They are conceivable in relation to all parts of the economic system, including profit and non-profit enterprises, public administration, consumer companies and credit and financial institutions.

3. Entrepreneur and Consultant for Entrepreneurial Initiatives for Start-ups and Consultancy in the field of Start-ups

In the context of a business activity carried out as an entrepreneur, manager or company consultant, the graduate will be able to structure and draw up the business plan, identify the financial needs and the possible different forms of financing, manage governance and contractual relations with investors and financiers of business projects, evaluate the cost structure, and contribute to the definition of innovation policies. The main competences are business (for the aspects related to management, planning, financial

management of enterprises), economics (in relation to economic and economic policy profiles, market structure and dynamics), statistics and mathematics (for the support of business decisions) and law (for the compliance with the rules on commercial activity, competition and market).

They are conceivable in relation to new enterprises, in existing companies or consultancies.

4. Chartered Accountant (free-lancing), after Traineeship and State Exam, provided for by the Law.

The Graduate provides advanced consulting in the field of economic and financial management of enterprises; it contributes to the preparation of accounting documents and financial statements makes advanced economic and financial assessments in extraordinary operations of varying complexity; he/she carries out the control of accounting and balance sheets of private and public companies, as well as of the company's performance as a member of the Board of Auditors; provides tax advice to institutions, companies and individuals, as well as commercial and bankruptcy advice to companies and institutions; can be a bankruptcy trustee, judicial commissioner and liquidator; provides global financial advice to enterprises and entrepreneurs.

The main competences are business (for aspects relating to accounting and financial statement techniques and bookkeeping rules), economic (in relation to the relevant market for the different types of business), statistics and mathematics (for the support, including computer support, of company management) and law (for the observance of the rules on commercial activity, drafting and communicating financial statements).

This includes all professional firms and companies that provide tax, economic, accounting, commercial and bankruptcy advice to entities, companies and individuals.

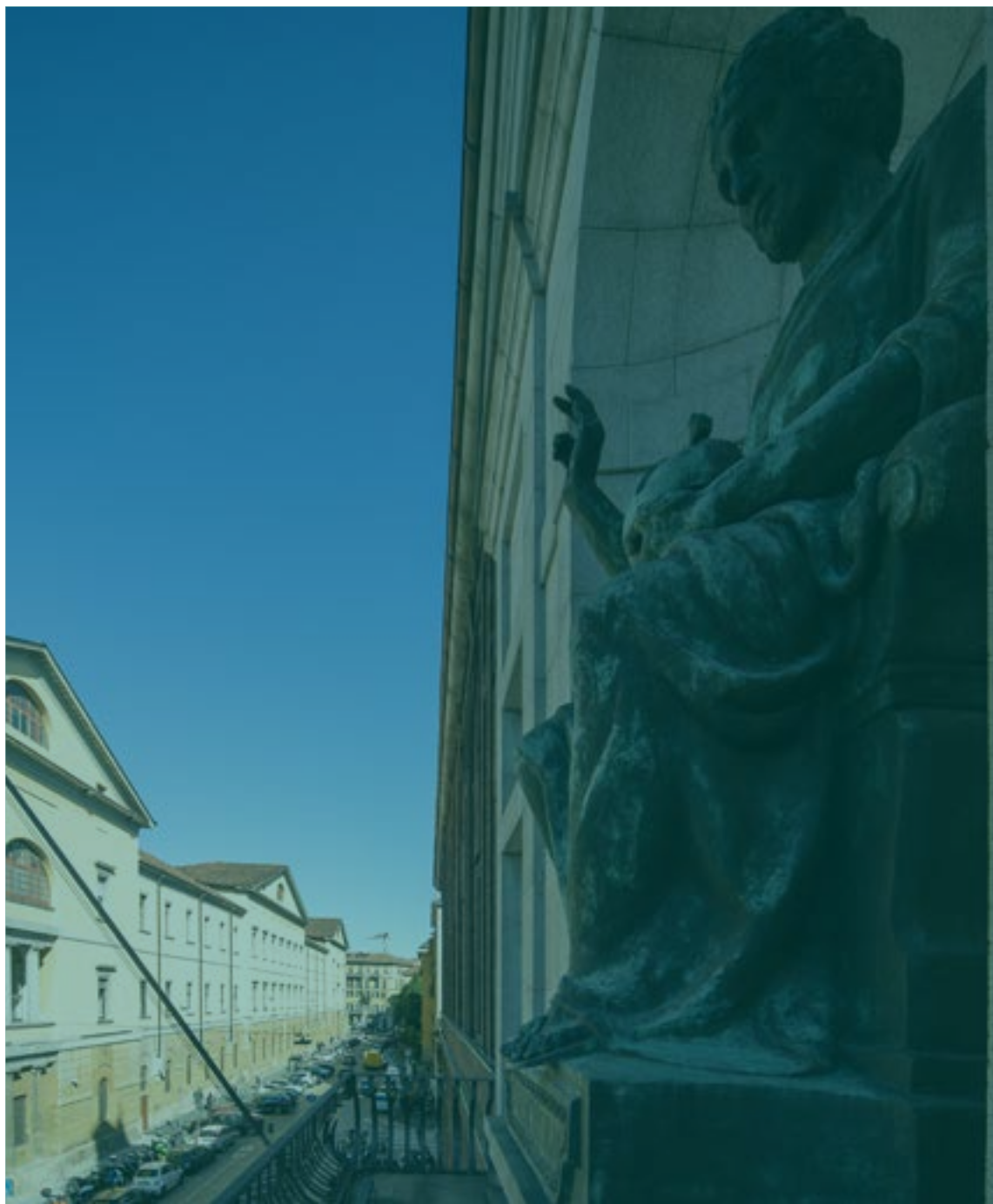
Study Plans

The study plans published here may be subject to change; the official reference study plans will be presented in the specific Faculty Guide.

As part of the optional educational activities, which students must indicate when presenting

their study plan, the Faculty has identified combinations of courses that allow the acquisition of credits in relation to the following profiles:

Professional (conventional degree); **Managerial**; **Relational**.



Professional Profile (in agreement)

First Year	ECTS
Business and consumer contracts	8
Professional Technique	8
One elective among: Corporate Strategy and Policy, Planning and Control (Control Systems)	8
One elective among: Economics of Market Forms, Economics and Innovation Policy, Public Economics	8
One elective among: European Contract Law, Industrial Law, Tax Law (Proceedings and International Taxation), Commercial Criminal Law	8
One elective among: MQuantitative Methods for Business Decisions, Applied Statistics and Big Data (Business Intelligence)	8
Advanced Business English	8

Second Year	ECTS
Business and consumer contracts	8
One elective among (other than that already chosen in the first year): Economics of Market Forms, Economics and Innovation Policy, Public Economics	8
One elective among (other than that already chosen in the first year): European Contract Law, Industrial Law, Tax Law (Proceedings and International Taxation), Commercial Criminal Law	8
Two elective among: Management Skills, Corporate Finance (Financial Analysis and Business Valuation), Personnel Management	16
Final Examination*	24

Note:

* For students who choose the Curricular Internship (12 ECTS), as provided for by the Agreement that Università Cattolica del Sacro Cuore has signed with the Order of Chartered Accountants of Milan, 12 ECTS will be attributed to the final examination, consisting of a paper on issues and profiles dealt with during the curricular internship.

Managerial Profile

First Year	ECTS
Business Strategy and Policy	8
One elective among: Economics of Market Forms, Applied Economics (emerging markets and technologies)	8
One elective among: Quantitative Methods for Business Decisions, Applied Statistics and Big Data (Business Intelligence)	8
One elective among: Business and Consumer Contracts, Company Law	8
One elective (if not chosen in the second year): Programming and control (control systems), Project and information management	8
One elective	8
Advanced Business English	8

Second Year	ECTS
Corporate finance (financial analysis and company valuation): Economics of Market Forms, Economics and Innovation Policy, Public Economics	8
One course to choose from: Economics and Innovation Policy, Public Economics	8
Two courses to choose from: Operation and supply chain. Methodologies and quantitative business determinations (consolidated financial statements and balance sheet analysis), Managerial skills	16
One course to choose from: Economic history (History of business and business systems), Sociology of consumption, Psychology of relationships (Psychology of work and organisations)	8
Final Examination	24

Relational Profile

First Year	ECTS
Business Strategy	8
One elective among: Economics of Market Forms, Economics and Innovation Policy, Public Economics	8
One elective among: Company Law, European Contract Law, Industrial Law	8
One elective among: Quantitative Methods for Business Decisions, Applied Statistics and Big Data (Business Intelligence)	8
One elective among: Marketing Innovation and Metrics, Project and Information Management, Management Skills	8
One elective	8
Advanced Business English	8

Second Year	ECTS
Personnel Management	8
Communication Management	8
One elective among (other than that already chosen in the first year): Economic History (History of Business And Business Systems), Sociology of the Consumption, Psychology of Relationships (Psychology of Work and Organisations)	8
One elective among (other than that already chosen in the first year): Economics of Market Forms, Economics and Innovation Policy, Public Economics	8
One elective among (other than that already chosen in the first year): Marketing Innovation and Metrics, Project and Information Management, Managerial Skills	8
Final Examination	24

Graduate degree programme in Innovation and Technology Management (delivered in English)

The Faculty of Economics in partnership with the Faculty of Mathematical, Physical and Natural Sciences offers the Graduate degree programme in Innovation and Technology Management.

Course aims

The Graduate degree programme in Innovation and Technology Management is a two-year programme designed for students who want to develop multidisciplinary skills suited to the new business contexts generated by the innovations that accompany the so-called Industry 4.0.

There is a revolution that invests both providers and users of technologies and infrastructures. The programme wants to create flexible professional profiles capable of understanding the potential of product and process technologies and generating new market spaces and new business opportunities. The student can choose between two profiles: the Innovation process management profile offers an overall view of organisational processes and the innovation processes affecting them; it is for students aiming at working in managerial roles demanding a macro-perspective to the company's transformation.

The Business Innovation and Entrepreneurship profile provides the entrepreneurial, financial and marketing knowledge that support the ability of enhancing innovation and marketing such innovation; it is aimed at students interested in acquiring entrepreneurial attitudes and promoting innovation in small and mid-sized enterprises.

The Graduate degree Programme is entirely delivered in English. It combines sound methodological and analytical skills with applications and business practices. The

teaching calendar is organised in three quarters (Fall, Winter and Spring terms).

Applicants who are non-native speakers of English must provide evidence of English language proficiency. For any further information refer to the graduate programme website. Attendance is strongly recommended.

Career Prospects

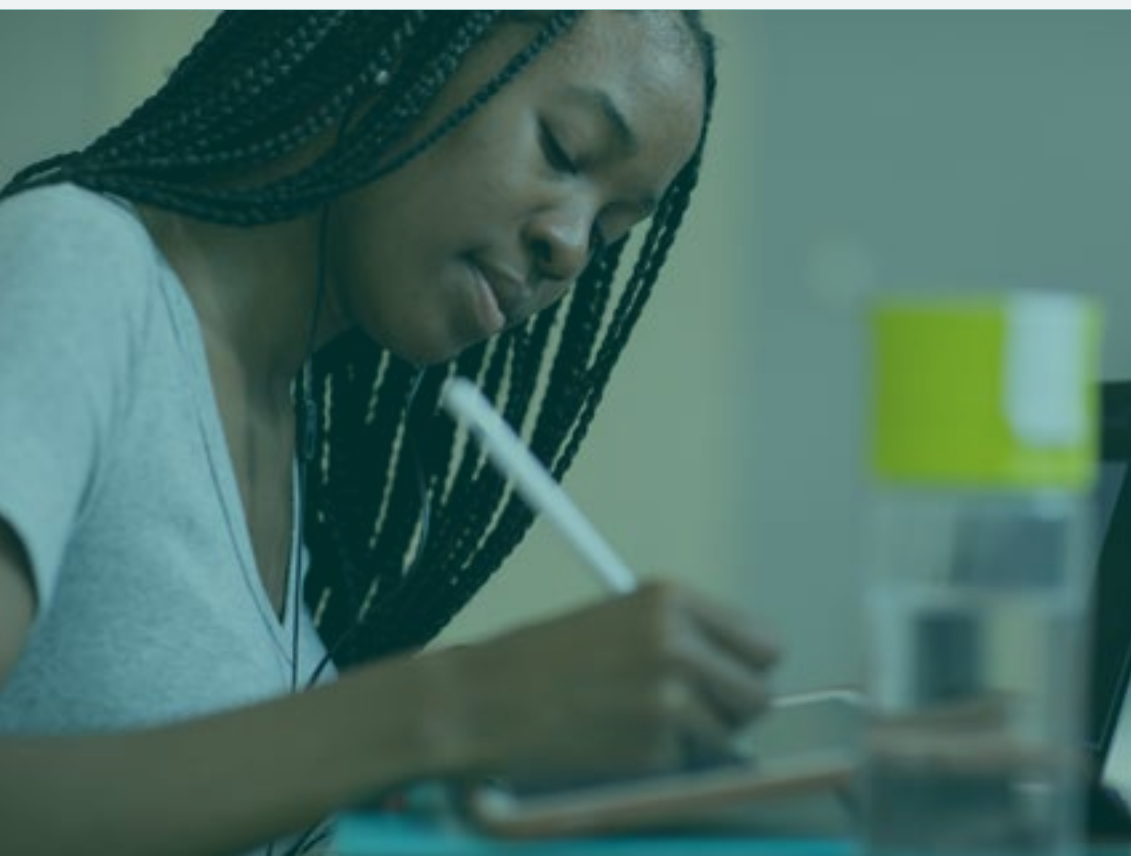
The Graduate degree programme in Innovation and Technological Management is aimed at offering many career opportunities, both as managers in large enterprises and SMEs, supporting business change processes and developing product and market analysis or innovation processes and as start-upper and partner of new venture creation. The aim of the programme is that of generating professional skills capable of interfacing and working in and out of organisation in an innovative way, with relational and communicative effectiveness to face the new business contexts generated by the digital economy.

Study Plans

The study plans published here could be subject to change; the final ones will be published in the official Faculty guide. Courses characterising the Graduate Degree in Innovation and Technology Management will be activated according to students' choices.

First Year	ECTS
IT Coding, Tools and Security	8
One elective among: Global Challenges and Firm Strategies, Economics of Innovation	8
Two electives among: Omnichannel Management, Organising and Leading Change, Management Control Systems and Performance Measurement, Project and People Management	16
Materials Physics and Technologies (8 ECTS) + Lab. Technologies in Action (4 ECTS)	8+4
Intellectual Property and Labour Law	8
Two electives among: History of Innovation, Privacy And Security, Cross-Cultural Negotiation, Work Psychology And Smart Working	8

Second Year	ECTS
Applied Statistics for Business Analytics	8
Elective courses ¹	8



Choose one profile between the following two:

- **Innovation Process Management**
- **Business Innovation and Entrepreneurship**

Innovation Process Management Profile

Second Year	ECTS
Strategic Supply Chain Management	8
Finance and Risk Management	8
Strategies for Emerging Technologies	8
Internship or Innovation Process Management Field Project	8 or 4
Final examination ²	12 or 16

Business Innovation and Entrepreneurship Profile

Second Year	ECTS
Design Thinking and Start-up Launch	8
Project Financing and Open Innovation	8
Marketing Innovation	8
Internship or Business Innovation and Entrepreneurship Field Project	8 or 4
Final Examination ²	12 or 16

Note:

¹ Elective courses list

One exam among the following (if not already chosen):

- History of Innovation
- Cross-cultural Negotiation
- Work Psychology and Smart Working
- Privacy and Security
- Global Challenges and Firm Strategies
- Economics of Innovation
- Omnichannel Management
- Organising and Leading Change
- Management Control Systems and Performance Measurement
- Project and People Management

Students can also choose one exam among those provided in the second year (if not already chosen), included in the profile not chosen.

² The number of credits assigned to the final examination depends on students' choices: for students who take an internship (8 ECTS), the final examination accounts for 12 credits; for students who take the project work (4 ECTS), the final examination will be worth 16 ECTS.

Economics and Management of Art, Culture and Entertainment

The Faculty of Economics participates with its own teaching, organisational and research resources, together with the Faculty of Arts and Philosophy, in the activation of this inter-faculty Graduate degree programme.

Course aims

The Graduate degree programme in **Economics and Management of Art, Culture and Entertainment** has the following specific educational objectives:

- the acquisition of specialist skills in the field of business management and in particular with regard to companies operating in the cultural and entertainment sector;
- the acquisition of specialist skills in the field of economic science methodologies, for the analysis of territorial systems and for the design of plans and programmes, with particular reference to the cultural and entertainment sectors, in the field of territorial economic development;
- the ability to navigate the legal systems of European countries with regard to the cultural and entertainment sectors;
- the ability to propose management and institutional innovations aimed at achieving greater economic efficiency for institutions and enterprises in the cultural heritage and activities sector;
- the ability to propose innovations to the Italian legal system, in particular in the field of culture and entertainment;
- the acquisition of knowledge, skills and methodologies for analysis and planning of activities and services in the field of protection, enhancement, promotion of

cultural heritage and entertainment activities;

- development of analytical skills and participation in decision-making processes concerning the governance of institutions and companies operating in the field of cultural goods and activities;
- the development of the capacity to reconcile economic culture with artistic and humanistic culture, the culture of public institutions with that of business;
- ability to acquire, analyse, process and use qualitative and quantitative information and data useful for the analysis of the market and the activities of enterprises operating in the cultural goods and activities sector;
- specialist skills in financial management and fund-raising activities of enterprises in the cultural heritage and entertainment sector;
- fluent use - both in oral and written form - of English and of a second foreign language of the European Union, in addition to Italian, with mastery of the specific vocabulary of economics, law, art and culture.

The Graduate degree programme in *Economics and Management of Art, Culture and Entertainment* aims to provide students with advanced training in the management of companies

operating in the culture and entertainment sector, both nationally and internationally. By combining the knowledge of the specificities of the cultural and entertainment sector with the more general skills linked to management, organisation and survey, as well as to the legal aspects of the sector, the aim of the course is to train students to play a professional role in the management of public and private companies in the sector, as well as in ancillary, service and consultancy companies.

For the training of an international professional profile, able to understand and contribute to the sector of culture management both in Italy and abroad, an English language profile 'Management and Topics in Arts Management' (MaTAM) has been activated.

Training Programme

In relation to the training course, the achievement of the objectives is achieved through the development of training activities divided into specific macro-areas of knowledge, which also include integrated teaching between the economic-business teaching component and that of the Faculty of Humanities and Philosophy: in particular, the courses taught by the professor/lecturers of the Faculty of Economics are complemented by some integrated courses taught by the professor/lecturers of the Faculty of Economics and the Faculty of Arts and Philosophy. The presence of professors/lecturers from different backgrounds, many of whom come directly from the professional world of cultural and entertainment companies, is one of the most important features of the Graduate degree programme.

Theoretical and applied training - of managerial nature - is realised within a theoretical framework of a more comprehensive theoretical framework which also includes aspects of cultural-philosophical derivation, always with a concrete approach and oriented towards solving real, relevant and current problems typical of the sector.

In addition, within the framework of the Graduate degree in Economics and Management of Art, Culture and Entertainment, after a common profile, it is possible for the student to further deepen one of the following specific areas of knowledge (and professional use):

- the area of knowledge and skills related to the management of museums and exhibition spaces;
- the area of knowledge and skills related to the management of enterprises and events in the performing arts.

Didactics

The proposed course of study is based on lectures supplemented by tutoring activities. To this end, we make extensive use of interactive teaching methods: exercises, laboratories, seminars, case discussions, analysis of current topics, meetings with entrepreneurs, managers and consultants in the sector (including foreigners); supplementary courses, simulations, company check-ups and other forms of teaching aimed at developing the student's ability to analyse and summarise personal criticism.

The lessons end with an assessment test. This may also apply to other forms of supplementary teaching for which eligibility may also be provided.

The programme includes the constant use of online platforms where students can find all the necessary teaching material and all further references and contacts for further study of the teaching content and for exam preparation.

Traineeships

Finally, students have the opportunity to engage in internships with selected companies in the sector, both domestic and foreign, in order to enable them to acquire a direct knowledge of the management, organisational and reporting dynamics and problems that companies in the culture and entertainment sector face every day, both in Italy and abroad.

Competence profiles

The organisation into profiles distinguishes different specialisation profiles, with a particular focus on museums and exhibition spaces, companies and events in the entertainment sector, while keeping in common the acquisition of competences related to business management and sector legislation. Each profile foresees the achievement of the above-mentioned general objectives by means of a more precise analysis of markets and companies that differ significantly from each other in the broader sector of cultural goods and activities.

In addition, an English language profile 'Methods and Topics in Arts Management' (MaTAM) has been activated with the aim of providing students with a strongly international preparation on the topic of management of visual and performing arts.

Credits

The Graduate degree programme lasts two years after the Undergraduate degree.

In order to obtain the Graduate degree, a minimum of 120 credits (ECTS) must be acquired. Each exam is given a certain number of credits, the same for all students and a grade (expressed in a mark out of 30) which varies according to the level of preparation.

After Graduating

The Graduate degree programme aims to train professionals with managerial and executive tasks to be employed in both the fields of arts, architecture, music, entertainment and cultural heritage, as well as in the fields of economics and management, aimed at the organisation and management of cultural events.

Within the framework of these companies, the graduate will be able to:

- preside over senior management or some individual functional areas; among

the latter, in particular, strategic analysis, commercial activities, marketing, human resources management of cultural and entertainment companies;

- coordinate the team of experts and technicians who regulate all promotion operations for the development and maintenance of a product, cultural service or event on the market;
- implement the company's commercial policies;
- intervene in all business processes, having competence over the overall management of the company;
- supervise and manage the company's management control, formulating operational solutions to the strategic top management;
- ensure that expenditure is consistent with budget forecasts by carrying out value-for-money calculations, analysis of variances, budgeting and reporting.

The graduate will also be able to work as:

- self-employed consultant or within companies operating in the specific sector of business consultancy of various kinds (strategic, financial, organisational) for cultural organisations, with the prospect of access to top positions;
- self-employed entrepreneur in the different sectors of the economy of art, culture and entertainment;
- operator in the management of museums and exhibitions with the following different qualifications: administrative and financial manager; secretariat manager; press office manager; press and media relations manager, public relation manager;
- responsible for development: fund raising, promotion and marketing; responsible for website; event curator; responsible for auction houses;
- operator in the management of entertainment companies and events with the following different qualifications: artistic

director; theatre organiser; agent theatrical, musical and literary; orchestral tour manager; record manager; press office manager for festivals and music and theatre organisations; communications manager for festivals and music and theatre organisations.

International partnerships

Students enrolled in the graduate degree in Economics and Management of Cultural and Performing Arts, profile in Methods and Topics in Arts Management - MaTAM, have the opportunity to access a profile reserved for double degrees: - graduate degree in Economics and Management of Cultural and Performing Arts (Università Cattolica del Sacro Cuore) and HSE Saint Petersburg, Master of Science in Arts and Culture Management. More information can be found on the web <https://studenticattolica.unicatt.it/economics-saintpetersburg-higher-school-of-economics>

Study plans

The study plans published here may be subject to changes; the official reference study plans will be presented in the presented in the specific Faculty Guide.

Note:

The lessons offered in the plan, marked in italics, are delivered in English. Attendance at these courses will therefore only be available to students with an adequate level of spoken and written English. Students enrolled in the Graduate degree programme with an undergraduate degree from a university other than Università Cattolica, and not in possession of the specific language certificates indicated in the admission notice, must take an English language proficiency test at the University Language Service (SeLdA) (further information can be found in the Faculty Guide).

Common part

First Year	ECTS
Cultural Institutions and Policies (advanced course) ¹	14
Human Resource Management or <i>Human Resource Management in the Arts Industry</i>	6
National and International Legislation on Cultural Heritage and Entertainment or Law and the Arts	8
Financial Management and Fundraising for Cultural Enterprises or Accounting and Fundraising	8
Advanced Business English	4

Second Year	ECTS
Social Statistics	6
Economic Geography	8
Second Language: - French Language (advanced course) - Spanish Language (advanced course) - German Language (basic course)	4
Final Examination ²	24

As part of the optional training activities, which the student must indicate when presenting his or her study plan, the Faculty has identified combinations of courses that allow the acquisition of credits in relation to the following profiles:

Economics and Management of Entertainment Companies and Events; Economics and Management of Museums and Exhibitions.

Economics and Management of Entertainment Companies and Events Profile

First Year	ECTS
One elective among: Music Economics and Management, Film Economics and Management, Performing Arts Economics and Management	6
One elective among: Promotion of Art and Culture, Cultural Tourism and Territorial Development, Urban Development and Major Events	6
One elective or two electives among (if not already taken in the undergraduate programme): Forms and Genres of Cinema and Audiovisuals, Fundamentals of Cinema History [available as a 12-credit or 6-credit course], History of Contemporary Theatre and Performance [available as a 12-credit or 6-credit course], History of Music, History of Italian Cinema, Cross-mediality and Storytelling, Institutions of Directing, <i>Performing and Visual Arts System</i> (only the 6 ECTS related to the part of <i>Performing Arts</i>)	12 or 6+6
Second Year	ECTS
One elective among: Film Economics and Management, Entertainment Economics and Management Economics and Management of Music (not already chosen at the time of the course) in the first year)	6
Free-choice activities*	8

Note:

* Free-choice activities are understood to be courses, workshops or language courses given at the University's Faculty of Economics and Faculty of Arts and Philosophy, provided that they have not already been taken during the course of study. Without prejudice to the freedom of choice of the student, due to the specific nature of the course, it is strongly recommended that the student opts for the following disciplines, provided that they have not already been taken during their Undergraduate or Graduate degree programme. Some courses may be offered in alternate years:

Promotion for Art and Culture, Cultural Tourism and Territorial Development, Urban Development and Major Events, History of Medieval and Renaissance Theatre, History of Greek and Latin Theatre, Institutions of Directing, History of Italian Cinema (6 ECTS), Filmology, Languages and Forms of Expression in the Performing Arts, History of Music (6 ECTS). You can also choose the following subjects from the English language profile, if they are not already included in the course of study: *Visual Art Management*, *HR Management In the Arts Industry*, *Accounting and Fundraising In the Arts*, *Law and the Arts*, *Strategy in the Arts*, *Design Thinking*, *Art management in the context of the Modern Arts Institutions*.

Credits may also be awarded for curricular internship activities in accordance with the rules laid down in the relevant Regulations, as well as for participation in research projects in the cultural sphere, promoted by the course professors/lecturers, in accordance with what indicated in more detail in the Faculty Guide.

Economics and Management of Museums and Exhibition Profile

First Year	ECTS
Museum and Museum Services Management or <i>Visual Art Management</i>	6
Museology	6
Phenomenology and Art Criticism	6
One elective among: Church Heritage Management Systems, Contemporary Art Management Systems, Cultural Tourism and Territorial Development, Promotion for Art and Culture, Urban Development and Major Events	6
Second Year	ECTS
Art and Enterprise	6
Free-choice activities**	8

Note:

** Free-choice activities are understood to be courses, workshops or language courses given at the University's Faculty of Economics and Faculty of Humanities and Philosophy, provided that they have not already been taken during the course of study. Without prejudice to the freedom of choice of the student, due to the specific nature of the course, it is strongly recommended to choose from the following disciplines, provided that they have not already been taken in the Undergraduate or Graduate degree programme:

Promotion for Art and Culture, Cultural Tourism and Territorial Development, Urban Development and Major Events, Management Systems for Ecclesiastical Heritage, Management Systems for Contemporary Art, Phenomena and Art Criticism. You can also choose the following subjects from the English language profile, if they are not already included in the course of study: *Visual Art Management, HR Management In the Arts Industry, Accounting and Fundraising in the Arts, Law and the Arts, Strategy in the Arts, Design Thinking, Art management in the context of the Modern Arts Institutions.*

In order to broaden one's art-historical skills, it is also advisable to choose at least one art-historical subject not taken in the undergraduate degree programme, from among the following: Hagiography (3), Classical Archaeology (with workshop for the written paper) (3), Medieval Archaeology (3), History of Greek and Latin Theatre (if not already chosen in the undergraduate programme), History of Contemporary Architecture (if not already chosen in the undergraduate programme), History of Medieval Art (3), History of Modern Art (3), History of Contemporary Art (3), History of Lombardy Art (3), Theory and History of Restoration (3), History of Drawing, Engraving and Graphics (3), Etruscology (3).

Credits may also be awarded for curricular internship activities in accordance with the rules laid down in the relevant Regulations, as well as for participation in research projects in the cultural sphere, promoted by the course professors/lecturers, in accordance with what indicated in more detail in the Faculty Guide.

Note:

¹ The Cultural Institutions and Policies course (advanced course) consists of a module common to both degree profiles and a specialist module: Module of Economics of the Performing Arts for the profile in Economics and Management of Entertainment Companies and Events; Module of Economics and the Art Market for the profile in Economics and Management of Museums and Exhibitions.

² The final examination consists of the presentation and discussion of a written paper on an original topic. This paper is written under the guidance of a professor/lecturer and must be related to one of the disciplines taught in the degree programme. The written paper must be written on the basis of a research project that may also include internships or research training abroad. Internships and activities on the premises must be agreed in advance with the professor/lecturer when defining the subject of the final paper.

³ In the case of one-year courses, the student must attend the module of the course relating to the 'institutional' part (with which 6 ECTS are acquired). Some courses may be offered in alternate years.



Methods and Topics in Arts Management - MaTAM Profile

MaTAM (Methods and Topics in Arts Management) is a profile entirely delivered in English. It has the goal of providing students with a strong international perspective on Visual and Performing Arts Management. Especially, the profile focuses on the following areas:

- Advanced courses in the field of Arts Management, aimed at transferring advanced competences to students, ranging from entrepreneurial capabilities to the application and use of digital technologies;
- Study Tours in the field of both Visual and Performing Arts, to get direct and hands on experiences on the 'Art Systems' and their peculiarities;
- Methodological courses to get robust and reliable lenses to read and interpret dynamics within cultural industries, including the study of social network and networking;
- Courses related to the area of Design and Urban Studies, to provide students with a strong opportunity to connect artistic and managerial thinking and to promote a more inclusive view of the urban contexts;
- Internship or Cultural Research Study, where the student can choose to do an internship in a cultural organisation or to carry out a research project in a cultural company.

First Year	ECTS
HR Management in the Arts Industry	6
Digital in the Arts or Design Thinking	6
Accounting and Fundraising in the Arts	6
Law and the Arts	6
Statistics for Arts Management	6
Advanced Economics and Management of Arts	12
Advanced English in the Cultural Industry or Italian Language (for not Italian students)	6
Second Year	ECTS
Comparative Cultural Policy	6
Social Networks Theory and Analysis for the Cultural Sector Strategy in the Arts	6
Urban Cultural Studies	6
Performing and Visual Arts System	12
Internship or Cultural Research Study or one elective course	6
Electives ¹	12
Final Examination	24

Note:

¹ Elective courses:

In order to allow our students to complete in the best way their graduate degree programme, it is warmly suggested to choose the electives from the following ones (which are planned and thought specifically for the MaTAM profile) Art management in the context of the Modern Arts Institutions, 6 ECTS and, unless they have already been attended: Strategy in the Arts, HR Management in the Arts Industry, Digital in the Arts, Design Thinking.

In addition, the following courses can be chosen as electives from the degree in Management in the Faculty of Economics: Project Management, Cross-cultural Management, Entrepreneurship, Corporate Governance and Social Responsibility.

Business, media and organisation communication

Communication for Business, Media and Complex Organizations is an inter-faculty programme that is the result of the synergy between the Faculties of Humanities and Philosophy and the Faculty of Economics.

CIMO is also an interclass programme that offers enrolled students the opportunity to choose a graduate degree in one of the following classes: LM-19 Information and Editorial Systems or LM-59 Public, Business and Advertising Communication Sciences.

Objectives

The Graduate Degree programme in Communication for Business, Media and Complex Organizations (CIMO) trains professionals to understand, analyze, plan and implement complex communication actions and processes at the service of companies specialized in the production and sale of products and services, communication companies, public and private institutions, organizations and territories.

The study plan provides a common first year and a second year structured in 4 addresses.

In the first year, students acquire skills in business economics, marketing and strategic marketing, languages and management of media content, social and psychological impacts of communication processes in digital environments. In the second year, students acquire strategic knowledge and advanced skills in the areas of business communication and marketing, design and planning of campaigns, design and management of media content, and apply this knowledge to cases and projects related to manufacturing companies (Communication and marketing of

manufacturing companies), service companies (Communication and marketing of companies and services); public and cultural institutions, territories and complex organizations (associations, national and international bodies) (address of Communication and marketing of cultural enterprises, institutions and territories), communication, media and creative enterprises (art, agencies and media centers) (address of Communication and marketing of media and creative enterprises.

Each address provides for the application of what has been learned in the first year in projects developed in partnership with companies in different sectors.

During the two-year course, students will acquire the following knowledge and skills:

- knowledge of communication and organizational culture, management dynamics in organizations and the characteristics and behavior styles of consumers;
- Knowledge of the fundamental strategies of communication and promotion of products and brands, of public and private companies.

- advanced knowledge of the various fields of communication and information and their tools and channels, with reference to the media used in the communication of businesses, public and non-profit organizations
- knowledge of marketing and management strategies and tools for businesses;
- psychological and sociological knowledge of the impact of communication on individuals, groups and society;
- legal knowledge and knowledge of the main norms and deontological rules of communication processes, in a national and international context;
- strategic skills suitable for the planning and management of internal and external communication flows of companies, also through the use of new information technologies, of public bodies and companies and third sector organizations;
- knowledge of the techniques of creative work and of the promotion and management of integrated communication plans
- ability to design and write content suitable for multi-platform communication; methodological skills suitable for the creation of communication products and promotional campaigns for public bodies, businesses and non-profit organizations;
- writing skills, including dramaturgy, and organization and planning of events;
- analytical skills, the use of tools and metrics necessary to evaluate the impact of communicative actions.

The graduate degree course in Business, Media and Organisation Communication is accredited by the International Advertising Association - IAA, the worldwide association of corporate communication professionals present in over 70 countries (www.iaauae.org).

Furthermore, the professional profile in Media Management. Conception, Production and Strategies allows access to the International Master in Audiovisual and Cinema Studies (IMACS) programme, which enables the

student to carry out a year of study at some of the most prestigious international universities in the field of media and communication research, and to obtain a degree recognised by a shortlist of prestigious European universities (<http://imacsite.net/>).

Credits

In order to obtain the Graduate degree, a minimum of 120 credits (ECTS) must be acquired.

After Graduating

Graduate students in Communication for Business, Media and Complex Organizations will develop the knowledge, skills and abilities necessary to work in the fields of business communication, marketing and management, the conception and realization of media content, the planning of campaigns, communication actions and events, on and offline.

Among the professions that the degree course trains students for are:

press officer for institutions; image consultant; expert in public relations and business communication; spokesperson in public administrations; public relations office editor; press office manager in companies operating nationally and internationally, for-profit and non-profit, in the industrial, distribution and service sectors;

Graduate students in Communication for Business, Media and Complex Organizations will be able to operate in the following sectors: in the marketing and communication offices of companies, institutions, associations, administrations; advertising agencies; media and media centers; public relations, promotion and sponsorship agencies; media concessionaires. In this context, they will be able to carry out functions such as: head of communications for profit and non-profit companies, public and private; brand manager; product manager; strategist and head of planning strategies; content manager, responsible for the conception and execution of media and multimedia products; head of media content management

(positioning and distribution); press office and media relator; head of communications with reference to both internal audiences and external users; market analyst; event organizer; promoter of the territory; promoter of business, culture and entertainment; fund raising and sponsorship specialist.

Study Plans

The study plans published here may be subject to change; the official reference study plans will be presented in the specific Faculty Guide. The courses that characterise the profiles of the graduate degree programme in Business, Media and Organisation Communication will be activated in relation to the

students' choices and taking into account the overall teaching requirements. The graduate degree programme provided in the second year of the course are the following:

1. Communication and Marketing for Manufacturing Companies;
2. Communication and Marketing for Service Enterprises;
3. Communication and Marketing for Cultural Enterprises, Territories, Institutions;
4. Communication and Marketing for Media and Creative Enterprises
5. It is also possible to structure the entire two-year study plan entirely in English: Communication for Business, Media and Culture (english profile)

Common subjects

First Year	ECTS
Principles of marketing (with Marketing plan module) or Strategic marketing (with Business plan module), Marketing management and marketing planning (in English)	8
Business administration (with Excel module and budget applications) or Advanced business administration (with Excel module and budget applications), General management and Principles of accounting (in English)	8
Theory and forms of communication (with Pitching and public speaking module) or Pragmatics of media communication (with Pitching and public speaking, module), Data science for communication with Pitching and public speaking (in English)	8
Screen languages and cultures (with module Storytelling and crossmediality), Forms and genres of cinema and audiovisual media (with module Audience intelligence and audience development), Audiovisual media policies with new challenges for the cultural industries	8
Media and social networks (with module Digital methods for analysis), Sociology and anthropology of media (with module Elements of disciplinary didactics), Data communication and society with tool for social research and data analysis (in English)	12
Social psychology of communication in groups and organisations (with module Qualitative and quantitative research), Psychology of consumption and marketing (with module Qualitative and quantitative research), Psychology of digital media with developmental psychology (in English)	8
Digital skills and soft skills	6
Workshops on self-branding and job positioning	2
English for business	2

Second Year	ECTS
One elective ¹	8
Thesis and Dissertation Workshop	2
Internship	10
Final Examination	10

Profile teachings

Communication and Marketing for Manufacturing Profile Enterprises	ECTS
Brand Communication and Rules of Corporate Communication	8
Digital communication (with Media relations module)	8
Business marketing (with digital marketing project) (in English)	8
Creative Brand Strategies (with Audiovisual for Business Communication module)	8

Communication and marketing for service enterprises Profile	ECTS
Digital communication (with web analytics and web reputation module)	8
Service management and marketing (with module in Service design)	8
Creative Brand Strategies (with Audiovisual for Business Communication)	8

Communication and Marketing for cultural enterprises, territories, institutions Profile	ECTS
Communication and Management of Cultural Enterprises and Rules of Business Communication	8
Public humanities and cultural diplomacy (in English)	8
Marketing for Culture, Institutions and the Territory (with Web Analytics and Digital Marketing module)	8
Event Dramaturgies (with a module on Event Conception, Design and Management)	8

Communication and Marketing for Media and Creative Enterprises Profile	ECTS
Communication and Management of Media and Creative Enterprises and Rules for Business Communication	8
Digital communication (with web analytics and web reputation module)	8
Marketing for media and creative industries (with a module on Positioning and launching a media product)	8
Languages and Creativity in Media with Brand Entertainment (in English)	8

Please note:

¹ Without prejudice to the student's right to choose any subject (including those already included in his or her course of study), for the enrichment of the profiles' competences, it is suggested that one of the following subjects be included in the study plan: Philosophical Anthropology (8 ECTS), History, Culture and Civilisation of Europe (6 ECTS), Crowdsourcing and Crowdfunding Module (2 ECTS), or another module (2 ECTS) among those activated and not attended yet.

Communication for Business, Media and Culture Profile

First year	ECTS
Marketing management and marketing planning	8
General management and Principles of accounting	8
Audiovisual media policies with new challenges for the cultural industries	8
Data science for communication with Pitching and public speaking 8	8
Data communication and society with tool for social research and data analysis	8
Psychology of digital media with developmental psychology	8
Digital and soft skill	6
Workshop: Self branding and job positioning	2
English for business	3
Second year	ECTS
Corporate communication and communication Law	8
Business marketing with digital marketing project	8
Public humanities and cultural diplomacy	8
Languages and Creativity in Media with brand entertainment	8
Elective courses	8
Thesis and dissertation workshop	1
Internship	10
Final examination	10

Graduate degree programme in Data Analytics for Business

The Faculty of Economics promotes an interfaculty Graduate degree programme jointly with the Faculty of Mathematical, Physical and Natural Sciences.

Course aims

The Graduate degree programme in Data Analytics for Business is a two-year programme designed for students who have a strong interest in data analysis. The Graduate degree programme provides students with a solid understanding of Statistics and Computer science, along with domain-specific knowledge in Business.

This programme is entirely taught in English and aims at:

1. providing students with advanced knowledge on statistics and machine learning that enables building effective models for data analysis, inference and forecasting and to support the decision-making process;
2. providing advanced skills in data management and computer programming for building algorithms suited to implement and deploy statistical methods and data analysis tools in practice;
3. combining quantitative skills with business and corporate knowledge to address business challenges, identify new business opportunities and support the management with data-driven strategies;
4. empowering students with data visualisation tools, teamwork abilities, communication skills for an effective presentation and discussion of project results;
5. completing the training with real case studies and elements of tech law related to digital technology.

Career Prospects

The Graduate degree programme in Data Analytics for Business opens up to several data-driven career opportunities. The Graduates will master methods and tools to become **Data Scientist** and **Data Analyst** within data-driven companies across a variety of industries, such as manufacturing, services, finance, insurance, and consulting. Suitable graduates may also pursue research-oriented careers enrolling in Doctoral programmes in Statistics, Data Science or related areas, leading to jobs in academia as well as research centers.

First Year	ECTS
Mathematical Methods and Probability	8
Statistical Inference	8
Applied Linear Models	8
Computational Statistics	8
Database Systems and Computer Programming	
Principles of Management and Tech Law	8
One elective course among ¹ : Bayesian Modelling, New Venture Development and Data Driven Strategy	8
Second Year	ECTS
Statistical Learning	8
Time Series and Spatial Data Analysis	8
Advanced Programming and Deep Learning for AI	8
One elective course among ¹ : Stochastic Processes and Optimisation for Machine Learning, Financial Markets and Institutions	8
One elective course among ¹ : Empirical Economics, Marketing Analytics, Data Visualisation and Text Mining	8
Electives ²	8
Final Examination	16

Note:

¹ The study plan exhibits some degree of flexibility. For instance two broad study tracks are: i) Data Science Method and ii) Applied Business Analytics. For track i) the recommended choices are: Bayesian Modelling, Stochastic Processes and Optimisation for Machine Learning, Empirical Economics or Data Visualisation and Text Mining; for track ii) the recommended choices are: New Venture Development and Data-Driven Strategy, Financial Markets and Institutions, Marketing Analytics or Data Visualisation and Text Mining.

² Elective list

One exam among the following (if not already chosen):

- Internship/ Research Assistantship/Field Project (8 ECTS)
- Causal methods for Policy Evaluation (4 ECTS)
- Strategic Decision-making (4 ECTS)) Not available for the academic year 2021-22
- Strategic Equity Transactions (4 ECTS)) Not available for the academic year 2021-22
- Data-driven Operations and Supply Chain Management (4 ECTS)) Not available for the academic year 2021-22
- Logic, Rationality and Decisions (4 ECTS)) Not available for the academic year 2021-22
- Statistical Methods for Network Data (4 ECTS)) Not available for the academic year 2021-22
- Experimental Design (4 ECTS)
- Italian Course (4 ECTS)

Management of Services interfaculty Economics/ Medicine and Surgery Rome Campus

The degree programme in Management of Services offers in-depth training aimed at developing professional skills related to functional responsibilities of administrative, managerial, financial and work organisation nature within institutions and companies operating in the service sector. One of the course profiles (taught entirely in English) offers specific training with reference to health services, an important sector in the service industry, thanks to the integration of the knowledge present in the Faculties of Economics and Medicine and Surgery 'A. Gemelli'.

Course aims

The degree programme in Management of Services offers in-depth training aimed at developing professional skills related to functional responsibilities of administrative, managerial, financial and work organisation nature within institutions and companies operating in the service sector. The programme also offers specific training with reference to healthcare, an important sector in the services sector, thanks to the integration of knowledge from the Faculties of Economics and "A. Gemelli" Medicine and Surgery.

The following competences and skills are specific training objectives of the degree programme, which belongs to the LM-77 Economics and Business Sciences class:

- advanced knowledge of the new and emerging problems of business management in the service sector, characterised by intense dynamics of both competition and organisational change and strategic reorientation, and of the related solutions that favour an integrated view of these problems; specific skills are offered in one of the profiles with reference to complex organisations in the extended health sector;
- ability to manage interpersonal relations both with superiors and with colleagues and subordinates, such as to bring the student as close as possible to the inter- and intra-organisational dynamics that characterise businesses and other private and public organisations, regardless of size and structure, always favouring a general international, intercultural and difference perspective;
- advanced methodological skills closely linked to both corporate socio-organisational variables and those of governance, the latter referring specifically to the possibility of holding - in perspective - positions of responsibility in the administration and governance of private and public companies in the sector of services; in particular, attention is paid to the behavioural variables that allow and/or facilitate a rapid and effective introduction into the world of work; professional and cultural knowledge, appropriately balanced both in functional and procedural logic, enabling graduates to work as experts and consultants as well as entrepreneurs and managers in the service sector.

Credits

The duration of the graduate degree is two years after the three-year undergraduate degree. A minimum of 120 credits (ECTS) must be acquired to complete the graduate degree.

After Graduating

The skills acquired during the graduate degree programme in Management of Services allow access to the following professional roles:

1. Managers in the areas of administration, marketing, personnel management, finance and strategic planning for companies operating in the service sector.

Graduates can take on managerial roles related to the management of various highly critical business areas and executive positions in profiles such as accounting and budgeting, management control, marketing.

2. Managers in the area of administration, personnel management, finance, strategic planning for companies operating in the wider health sector

Graduates can hold top management positions: in direct support of the general manager, the administrative manager or the manager of public health companies and companies in the health sector; in the management of functions and processes typical of health companies; or in national and international health policy bodies, authorities and public agencies.

3. Entrepreneur and consultant supporting entrepreneurial activities

Graduates can start or continue business activities or, within the same, carry out professional activities of a consultancy nature characterised by a high level of specialisation of a technical and scientific nature, also finding employment in professional firms or consultancy companies competent in the various business areas.

4. Chartered accountant and auditor (subject to apprenticeship and to passing the State examination, as required by law)

Graduates can enter the liberal professions of chartered accountant, expert accountant and auditor, and can be employed in corporate control functions.

Study Plan

The study plans published here may be subject to change; the official reference study plans will be presented in the specific Faculty Guide.

Competence profiles

The Faculty has identified combinations of courses that enable the acquisition of knowledge relating to the following skill profiles:

Management for the enterprise

- Professional and business consulting
- Healthcare management (HEMA)

The study plan for all profiles provides for the acquisition of at least:

- 40 ECTS from business disciplines
- 16 ECTS from economic disciplines
- 8 ECTS from quantitative disciplines
- 8 ECTS from legal disciplines

Management for the Enterprise Profile

The profile in **Management for the Enterprise** offers the student the opportunity to

orientate his/her own training in business management and management consulting.

First Year	ECTS
Corporate and Bankruptcy Law	8
Labour Economics	8
Economics and Technology of Financial Markets And Institutions	8
Corporate Finance (advanced)	8
Human Resources Management	8
Quantitative Business Methodologies and Determinations	8
Decisional Mathematical and Statistical Methods	8
Advanced Business English	6

Second Year	ECTS
Governance of Technological Innovation	8
Strategic Marketing	8
Planning, Programming and Control Systems	8
History of Work and Industrial Relations	8
Electives ¹ or Curricular Internship	8
Final Examination	18

Notse:

¹ Electives:

Statistics and big data (in English), Professional technique, Organisational behaviour, Company valuation techniques and financial tools, Health legislation, Business tax planning

Professional and Business Consulting Profile

(in agreement with the Register of Chartered Accountants and Accounting Experts of Rome)

The Professional and Business Consultancy Profile offers students technical training oriented towards consultancy in accounting and taxation. The profile is the subject of an

agreement signed with the Order of Chartered Accountants and Accounting Experts of Rome, aimed at guaranteeing training for access to the profession of Accounting Expert.

First Year	ECTS
Corporate and Bankruptcy Law	8
Labour Economics	8
Economics and Technology of Financial Markets and Institutions	8
Corporate Finance (advanced)	8
Human Resources Management	8
Quantitative Business Methodologies and Determinations (advanced)	8
Decisional Mathematical and Statistical Methods	8
Advanced Business English	6

Second Year	ECTS
Business Tax Planning	8
Financial Science (Corporate and Financial Taxation)	8
Company and Financial Instrument Valuation Techniques	8
Professional Technique	8
Electives ²	8
Prova finale ³	18

Note:

² Electives:

Statistics and Big Data (taught in English), Organisational Behaviour, Techniques for Evaluating Companies and Financial Instruments, Healthcare Legislation, Business Tax Planning, Strategic Marketing

³ The curricular internship for the Professional and Business Consultancy profile is not compulsory and it is attributed 9 ECTS. In the case the internship is chosen, the final examination is worth 9 ECTS.

Profile Management (HEMA) Profile

The Healthcare management (HEMA) profile is entirely taught in English. It provides skills useful for students interested in pursuing their career in organizations such as: healthcare providers, companies supplying medical

equipment and devices, pharmaceuticals and biotechnologies, governmental agencies in charge of regulating the healthcare system, insurance companies, consulting companies.

First Year	ECTS
International Law and Health	8
Statistics and Big Data	8
Management and Innovation in Health and Social Services	8
Human Resources Management in Complex Organisations	8
Quality and Operation Management	8
Epidemiology	8
Health Economics	8
Financial and Management Accounting in Health Care	8

Second Year	ECTS
Planning and Control in Healthcare	8
Healthcare and Insurance in Comparative Systems	8
Pharmaeconomics and Health Technology Assessment	8
Electives ¹	8
Internships or Electives	8
Final Examination	16

Note:

¹ Electives:

Advanced Medicine for Managers, Health Econometrics and Program Evaluation, Ethics Medicine And Public Health, Health Demography.

Theology Courses

The study plan for each course includes attendance of Theology courses in order to offer a motivated, reasoned and organic knowledge of the Catholic faith.

During the two-year period, a semester course of 30 hours in seminar and/or monographic form is planned, on a subject related to the profile attended, which will conclude with a test set by the professor/lecturer.

Costs and Benefits

The registration amount is determined on the basis of family income.

Every year, around 3,000 students are exempted from paying university fees on the basis of merit and financial conditions, while 4,000 gain access to additional financial benefits.

Students with a certified disability equal to or higher than 66% and students with a recognised disability pursuant to art. 3, par. 1 of Law no. 104 of 5 February 1992 are entitled to total exemption from registration and

university fees and will be required to pay € 100.00 upon enrolment and for each academic year following the first. In order to obtain the exemption, the aforementioned students must present valid original documentation to the Services for the Integration of Students with Disabilities and Specific Learning Disorders of the relevant campus.

There are also subsidised rates for off-site students living in the colleges of Università Cattolica.



Advice and Guidance at Università Cattolica

All campuses organise a day, virtually or in person, dedicated to those interested in a graduate degree programme: the Open Days are an opportunity to get to know the University and the courses on offer thanks to professors/lecturers' presentations, learn more about admission procedures and discover all the services on offer.

In addition, the Orientation and Guidance staff and students enrolled at Università Cattolica are available to answer any curiosity about the courses and admission procedures, but also to allow you to discover - through individual interviews and direct university experiences - all the opportunities that the University reserves for its students in order to make the most of their studies.

For all the details on degree programmes and for enrolment procedures, visit <https://www.unicatt.it/iscrizione-iscrizione-a-laurea-magistrale> page or meet us at our desks and at the appointments scheduled throughout the year.



Orientation and tutoring desk

You can book an information interview, remotely or in person, through this link:
www.unicatt.it/orientamento-fissiamo-un-incontro

- **Milan - Largo Gemelli, 1**

Call us: 800 954 459 if you are an Italian student - +39 02 7234 7234 if you are calling from abroad
Monday to Friday from 8 a.m. to 7 p.m., Saturday from 9 a.m. to 1 p.m.

- **Rome - Largo F. Vito, 1**

Call us: 800 954 459 if you are an Italian student +39 02 7234 7234 if you are calling from abroad
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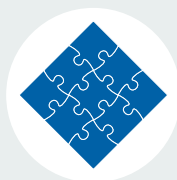
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