

Graduate programmes

Faculty of Economics and Law

Economics

Piacenza

a.y. 2022/2023



UNIVERSITÀ
CATTOLICA
del Sacro Cuore

Contents

| | |
|---|----|
| Economics and Law | 3 |
| Graduate Degree Programme in Banking e Consulting | 4 |
| Graduate Degree Programme in Food Marketing and Sales Strategies | 8 |
| Graduate Programme in Business Management | 15 |
| Graduate Programme in Global Business Management | 27 |
| Graduate Programme in Innovation and digital entrepreneurship Campus of Cremona | 32 |
| Theology courses Credits Costs and Benefits | 38 |
| Our Campus | 39 |
| Advice and Guidance at Università Cattolica Student Services | 40 |



Economia e Giurisprudenza

The graduate programmes in Economics are offered within the Faculty of Economics and Law. The Faculty is located on a university campus in an area rich in culture, artistic and scenic beauty, food and wine traditions and music. It is an Anglo-Saxon-style campus characterised by large green spaces, residential areas for students, numerous leisure and social activities. The geographical and educational backgrounds of the students on the Campus are very diverse and this diversity is not only a great cultural asset but also a strong incentive to compare and exchange different experiences.

The values that inspire university life on the Campuses of Piacenza and Cremona are those of serious study, merit, 'teamwork', sharing, solidarity, research, confrontation with the world of production. Students have the opportunity to choose distinctive degree programmes that meet their personal interests and passions, as well as the professional skills needed by the labour market. The teaching facilities (classrooms, computer and language laboratories, libraries, spaces for group work and individual study) are modern and characterised by high levels of service and they make learning comfortable. The Campus is equipped with adequate sports facilities for individual and team physical activities.

Within the framework of the individual courses, interactive teaching initiatives are continually being tried out, based on the organisation of group work, on the holding of business games in collaboration with important corporate groups, on the realisation of "managerial" lessons with the involvement of authoritative representatives of the business world. The various degree programmes include internships and studies abroad, giving students the opportunity to combine their training with work and to learn about cultural models in other countries.

In the a.y. 2022/2023, within the Faculty of Economics and Law, graduate programmes will be offered in:

Campus of Piacenza

- **Banking e consulting**, which belongs to the class LM-77 Economic and Business Sciences.
- **Food Marketing and Sales Strategies**, which belongs to the LM-77 class of Economic and Business Sciences.
- **Business Management**, which belongs to the class LM-77 Economic and Business Sciences.
- **Global Business Management**, Management which belongs to the class LM-77 Economic and Business Sciences. The programme is taught in English.

Campus of Cremona

- **Innovation and digital entrepreneurship**, which belongs to the class LM-77 Economic and Business Sciences.



Banking and Consulting

The graduate programme in Banking and Consulting belongs to the LM77 class (Economic and Business Sciences).

The programme aims to train professional profiles capable of operating in the new economic and business contexts dictated by growing technological innovation and by the continuous evolution of regulations that have a profound impact on the management of banking and financial institutions. A qualifying and distinctive element of the degree programme is the integration of frontal teaching activities and company testimonials, project work and guided case studies through the active participation of partner banks and consulting companies. The teaching provided by the professors/lecturers is then integrated with the shared teaching of qualified professionals in the field. This stimulates and strengthens students' problem-solving and teamwork skills, recreating in the learning process the typical dynamics of the world of banking and financial intermediaries and consultancy firms.

Learning objectives

The acquisition of the following competences and skills are specific training objectives of the graduate in Banking and Consulting:

- a strong command (in economics, mathematics, statistics and law) of the theoretical and methodological knowledge necessary to understand and deal with the management problems of banks, financial intermediaries and consultancy firms;
- the ability to deal with the complexity of a company that is very articulated in organisational and management terms, with an integrated perspective that is typical of management, of compliance and planning and change management within the

- constraints of the regulatory environment;
- the possibility to use, in the development of the above-mentioned competences, the logic and techniques of quantitative training and an international and intercultural view over them;
- the ability to acquire tools, methodologies, and knowledge preparatory to assuming positions of responsibility in large companies and institutions characterised by innovative and dynamically changing business models.

Teaching methodology

Particular attention is paid to teaching:

- classes are composed of a limited number of students in order to ensure a more direct and favourable relationship with the professors/lecturers;
- numerous seminars, workshops and conferences are planned, that are useful to and increase the level of understanding of specific topics but also to bring students closer to the dynamics taking place in the financial sector through the vivid testimony of the protagonists;
- wide use is made of case studies which help the student to develop a culture of problem solving;
- in order to increase the level of interaction between students and professors/lecturers, state-of-the-art methods and teaching aids such as the multimedia platform Blackboard will be used.

The final phase of the training is a period of internship in a company and the preparation of the dissertation. These two training moments are essential to refine and focus the preparation but also represent the first real contact with the world of work, allowing students to combine 'knowledge' with 'know how'. In particular, the

internship makes it possible to broaden the range of skills provided by the university training profile with professional knowledge that can only be acquired in the workplace. The internship also facilitates the student's career choices after graduation. In this regard, the active presence of numerous partner companies is functional to improve the matching phase between students and individual companies, allowing the latter to test the candidates directly in the classroom within the framework of the numerous activities accompanying traditional teaching

Employment prospects

The graduate programme in Banking and Consulting provides graduates with an interdisciplinary education, enabling them to take on highly professional roles in the following fields:

- banks;
- financial intermediaries, such as securities firms, asset management companies and finance companies;
- insurance;
- management consulting industrial, commercial and service enterprises, as part of the financial function;
- central banks and regulatory authorities for markets and financial intermediaries.

Study plans

The study plan consists of a first year comprising mainly compulsory courses aimed at:

- framing the scenarios, market trends and economics underlying innovation processes;
- understanding and being able to design sustainable business models and measure their performance;
- learning the tools and techniques of project and people management;
- knowing how to interpret the market and the customer and formulate customer-centric strategies;
- acquiring the basic methodologies and

skills to manage and data analysis;

- knowing how to deal with legal, compliance and corporate governance issues and supports;
- getting the cultural background necessary to develop creative and flexible thinking.

In the second year students will learn to:

- understand the issues, opportunities, methodologies and practices that are useful to support the management of change processes in both large and medium-sized banks and financial intermediaries;
- lead, organise and evaluate the economic sustainability of a change process;
- identify and manage the typical risks of banks and financial institutions by assessing their impacts on financial management, organisational efficiency and brand reputation;
- manage the development of products and services by selling them to customers with appropriate relational skills.

In both years of the programme there will be lectures and lessons with the participation of consulting companies and partner banks and financial companies.

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

Admission procedure

To enter the graduate programme in Banking and Consulting, you must meet one of the requirements below:

1. an undergraduate programme, belonging to the class L-18 Economics and Management Sciences (ex M.D. 270/04 or ex D.M. 509/99) achieved/to be achieved by 31 March 2023;
2. an undergraduate degree, ex D.M. 270/04 or ex D.M. 509/99, achieved/to be achieved by 31 March 2023 and in any case at least 70 ECTS in the following scientific-disciplinary sectors:

- at least 15 ECTS in the mathematical-statistical area: SECS-S/01, SECS-S/02, SECS-S/03, SECS-S/05, SECS-S/06, MAT/02, MAT/03, MAT/05, MAT/06, MAT/08, MAT/09;
- at least 15 ECTS in the legal area: IUS/01, IUS/04, IUS/05, IUS/07, IUS/08, IUS/09, IUS/10, IUS/12, IUS/13, IUS/14;
- at least 15 ECTS in the area of economics: SECS-P/01, SECS-P/02, SECS-P/03, SECS-P/04, SECS-P/05, SECS-P/06, SECS-P/12;
- at least 25 ECTS in the business area: SECS-P/07, SECS-P/08, SECS-P/09, SECS-P/10, SECS-P/11.

A maximum of 15 ECTS may be missing from those required; the Commission appointed by the Faculty, during the interview, will assign the appropriate curricular integrations to candidates who lack these ECTS.

The study plan of candidates with a qualification other than an undergraduate degree (e.g. an integrated degree, a five-year degree from the pre-Ministerial Decree system 509/99 or a three-year university degree), will be assessed by a special Commission appointed by the Faculty.

Admission procedure

The graduate programme in Banking and Consulting has a limited number of students (max 70 places); the places will be reserved in chronological order of enrolment following an interview aimed at verifying the individual motivations for choice and the skills acquired in the university courses of origin. There will be two phases: a first phase reserved for candidates with a weighted point average of 24/30 or higher or equal to 95/110 and with at least 110 ECTS acquired, until places are filled; a second phase open to all candidates with at least 125 ECTS acquired, until places are filled.

The dates of the interviews will be communicated through the Faculty's website.

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| First year | ECTS |
|--|------|
| Corporate Finance Consultancy - <i>Module</i> Fundamentals of Financial Analysis (5 ECTS) - <i>Module</i> Corporate Restructuring Consulting (5 ECTS) | 10 |
| Economics and Finance of Globalised Markets - <i>Module</i> 1 Monetary Policy and Global Financial Markets (5 ECTS) - <i>Module</i> 2 Financial Market Analysis (5 ECTS) | 10 |
| Welfare Systems | 5 |
| Theory and Techniques of Portfolio Management | 10 |
| Consulting in Banking | 5 |
| Quantitative Methods for Business Decisions | 6 |
| Investment Contracts and Services or Bank Loan Agreements | 5 |
| Electives* | 10 |
| Second year | ECTS |
| Corporate, Investment Banking and Risk Management - <i>Module</i> Corporate and Investment Banking (5 ECTS) - <i>Module</i> Management Consulting in Banking (5 ECTS) | 10 |
| Econometrics for Banks and Finance | 7 |
| Bank Corporate Criminal Law | 5 |
| Governance and Control Systems Of Financial Intermediaries | 6 |
| English language (Business English for Banking And Consulting) | 6 |
| Internship | 7 |
| Final Examination | 18 |

Nota:

* Without prejudice to the student's right to choose any course offered by the University, provided that it is compatible with the course of study, the Faculty suggests completing the study plan by choosing one of the courses listed:

- Consolidated Financial Statements (5 ECTS)
- Consulting in Brand Loyalty Management (5 ECTS)
- Social Security Law (5 ECTS)
- Investment Contracts and Services (if not already included in study plan) (5 ECTS)
- Bank Financing Contracts (if not already included in study plan) (5 ECTS)
- Microstructure and Liquidity Analysis of Financial Markets (5 ECTS)
- Business assessment (5 ECTS)

Food Marketing and Sales Strategies

The graduate degree programme in **Food Marketing and Sales Strategies** belongs to the LM77 class: Economic and Business Sciences.

The aim of this programme is to train graduates who are able to meet a widespread and wide-ranging professional demand within production and distribution companies operating in various sectors. Since the programme in Food Marketing and Sales Strategies focuses on the FMCG markets, the contents of the courses are consistent with the problems of marketing and sales management of companies also operating in other non-food economic sectors.

From this point of view, the FMCG sector is an advanced 'school' market for Marketing and Sales Management issues, so much so that, on the one hand, it has always historically anticipated commercial and competitive phenomena and situations that have then affected almost all other markets and, on the other hand, it has contributed to the formation of those managerial competences that have increasingly developed in other sectors (fashion, consumer electronics, automotive, energy, business to business, etc.) in recent years. For these reasons, our graduates in Food Marketing and Sales Strategies can find numerous professional opportunities in sectors/markets that are also different from the FMCG sector (electronics, services, clothing, cosmetics/ perfumes, luxury fashion, automotive, etc.).

This is a graduate programme in Economics, activated in collaboration between the Faculty of Economics and Law and the Faculty of Agriculture, Food and Environmental Sciences. The degree programme has been structured in such a way as to meet the training

requirements of both general/interdisciplinary and technical/specialist nature. The integration of economic, business, legal and agri-food contents make it an innovative programme both in terms of didactic formulation and in terms of the relevant professional opportunities for graduates.

The programme in Food Marketing and Sales Strategies has been conceived in reason of:

- the existence in the labour market of a strong need for professional profiles with marketing and sales management skills, as it is well documented by research and information sources concerning the dynamics of labour demand and supply;
- the increasingly relevant role of sales management and market policy analysis and management in marketing processes;
- the presence in the campus of Università Cattolica of Piacenza of recognised and distinctive research and teaching competences both in the field of marketing and commerce (Faculty of Economics and Law) and in the agri-food sector (Faculty of Agriculture, Food and Environmental Sciences). The research centre REM Lab (Research Centre for Retailing and Trade Marketing at Università Cattolica) supports the teaching activities. This centre carries out extensive marketing research in cooperation with leading national and multinational companies operating in our country, aiming to transfer the results of research into the content of teaching courses;
- a continuous and constructive dialogue with the 'social partners' and with important Italian and multinational companies from which it emerged that this programme has an innovative educational value and

is consistent with the professional needs expressed by the production and business world (marketing manager, product manager, sales manager, buyer, category manager, store manager, etc.).

Learning objectives

The programme in Food Marketing and Sales Strategies aims to meet the above-mentioned needs by developing adequate entrepreneurial and managerial skills related to:

- analysis of purchasing and consumption patterns in order to fully understand the processes of formation of situations of brand loyalty and loyalty to the points of sale;
- strategies for planning, managing and protecting brand policies;
- evaluation of the configuration of the processes for selecting sales channels for the company's products;
- the design of product/channel/customer business plans with the proper definition of the marketing investment mix;
- the construction and management of marketing and sales organisations;
- measurement of the effectiveness of different communication media and promotional/advertising policies;
- the modalities in which the price of products/brands/outlets is determined;
- the functioning of agricultural and food markets;
- European economic policies in food markets;
- the principles of food education and quality economics;
- the implementation of merchandising, shopper marketing and experiential marketing policies;
- the management of negotiation and contractual relations in supply relationships between manufacturers and distributors;
- processes of formalising and managing commercial relations in international markets.

In order to train the above-mentioned

competences in the graduate programme in Food Marketing and Sales Strategies, a didactic path will be followed based on a strong integration between theory and managerial practice.

Teaching methodology

Within the framework of Food Marketing and Sales Strategies, training activities will be implemented through the combined use of different teaching tools. In particular:

- Interactive lectures
- group work to prepare students for team work activities
- managerial/entrepreneurial lessons from leading business practitioners
- operational problem solving practical activities
- business game/case histories
- project work

The aim is to promote the comparison and integration of theory and business practice. To this end, the various courses include specific experimental and innovative teaching initiatives with the active involvement of students and important national and international companies with which the professors of Food Marketing and Sales Strategies have established strong collaborative relationships.

Applied marketing workshops

Within the framework of Food Marketing and Sales Strategies, there are Applied Marketing Workshops on specific topics of great interest and topicality for those who want to enter managerial and business contexts. These applied marketing workshops will be realised in close co-operation with managers, entrepreneurs and professionals who have gained, in their own working environment, excellence and distinctiveness that can be transferred to interactive and experimental teaching projects.

The participation of students in these Applied Marketing Workshops is optional in order to favour a selective involvement of only

motivated people interested in the contents of the Workshops.

The main Applied Marketing Workshops activated are related to:

- Commercial Negotiation Techniques
- Start-up Management (New Business Models)
- Social Media Marketing and Brand Reputation
- New Models of Communication

REM Lab Research Centre

At Università Cattolica of Piacenza there is an important research centre for Retailing and Trade Marketing (REM Lab), which collaborates with some of the most important national and international companies. The presence of this centre represents an important added value in Food Marketing and Sales Strategies, as it enables the results of research activities to be rapidly transferred into teaching, thus enabling a strong coherence between the teaching content and the most topical issues in marketing and management.

Company visits

In recent years, several visits to companies and production sites have been organised in order to promote a better understanding of the business reality and a greater contact with the business community. The latest visits were to Barilla, Bonduelle, Campari, Danone, Ferrero, Finiper, Fontanafredda, l'Oréal, Lavazza, Lindt, etc.

Marketing Student Lab

Within the framework of Food Marketing and Sales Strategies at Università Cattolica of Piacenza, the Marketing Student Lab (MSL), which students can join on a voluntary basis, has been activated.

The Marketing Student Lab aims to:

- involve students in debates and discussions with managers and entrepreneurs;
- encourage the best students to carry out

study and research on topical issues in cooperation with partner companies;

- promote the entry of these graduates into the labour market by means of a service for collecting and recommending CVs to companies;
- organise meeting days between graduates/students about to graduate and companies aimed at professional recruitment;
- propose participation in both university and company marketing awards;
- stimulate participation in national and international conferences on marketing and sales management topics;
- Promote periodic meeting opportunities between students and graduates.

As part of the Marketing Student Lab, students were involved, on a voluntary basis, in the organisation and implementation of events at Università Cattolica of Piacenza. It is also worth mentioning:

- Advice and Guidance Conventions.
- Christmas dinners at Università Cattolica.
- Meetings with personalities from the worlds of culture, entertainment and sport.

Study plans

The study plan of Food Marketing and Sales Strategies aims to the personal growth of students conceived with a view to a gradual development of all the skills and abilities that are required by industrial, commercial and service companies operating in the FMCG sectors.

| First year | ECTS |
|--|------|
| Macroeconomic Scenarios for Management | 6 |
| Internationalisation Strategies - <i>Module</i> International Management (6 ECTS) - <i>Module</i> International Negotiation Law (4 ECTS) | 10 |
| Retail marketing | 8 |
| Trade Marketing Policies and Sales Channels | 8 |
| Agri-food Economics and Policy - <i>Module</i> Agri-food Chains and Systems (6 ECTS) - <i>Module</i> European Agri-food Policies (6 ECTS) | 12 |
| Marketing Research - <i>Module</i> Shopper & Consumer Behaviour (6 ECTS) - <i>Module</i> Statistics for Marketing (6 ECTS) | 12 |
| Budgetary Analysis and Corporate Control Systems | 6 |
| Second year | ECTS |
| Economics of Quality and Safety - <i>Module</i> Product and Process Certification (5 ECTS) - <i>Module</i> Agri-food Chains and Systems (5 ECTS) | 10 |
| Brand Management - <i>Module</i> Trade Mark and Competition Law (6 ECTS) - <i>Module</i> Branding Policies (6 ECTS) | 12 |
| Internet Marketing and Communication Policies | 5 |
| English for Food Marketing | 5 |
| Electives* or Internship | 8 |
| Final Examination | 18 |

Note:

* Without prejudice to the student's right to choose any course offered by the University, provided that it is compatible with the course of study, the Faculty suggests completing the study plan by choosing one of the courses listed:

- Food Culture and Ethics (4 ECTS)
- Data Management (borrowed from Economics) (4 ECTS)

Business cases

In the graduate degree programme in Food Marketing and Sales Strategies, students are given the opportunity to “put themselves to the test” by participating in various business cases/projects with the aim of dealing with the management of important companies. Among others, business games were organised last year with Ferrero, Bonduelle, Star, Danone, Carrefour, l'Oréal, Lindt, Nestlé, Henkel, Esselunga, Barilla, Heineken, Carlsberg, Aldi, Coop Italia, Conad, Calzedonia, Veronesi-Aia, Adidas, etc...

Teaching methodology

A teaching approach of strong integration between theory and business practice is developed within the Food Marketing and Business Strategy degree programme.

To this end, the students have the opportunity to be taught by leading national and international companies. To name but a few, in the last year the lecturers of the graduate programme in Food Marketing and Sales Strategies have involved the following managers/experts as lecturers:

l Giorgio Baldini, Director of Fresh Procurement, ESSELUNGA | Valentina Barone, Unit Manager PROCTER & GAMBLE | Evita Barra, Director of Retail and Marketing Channel MICROSOFT Italy | Maurizio Bassani, Sales Director PARMALAT | Paolo Capotosto, Sales Director FERRERO | Pietro Casella, President FORMEC BIFFI | Lorenzo Comaschi, Commercial Director MIELE ITALIA | Lorenza Cortivo, Purchasing Director CARREFOUR | Daniele Cobianchi, CEO MCCANN | Barbara Donelli, Marketing Director, EXPERT | Davide Colombano, Customer Manager FERRERO | Oscar Farinetti, President and Founder EATALY | Cosimo Laserra, Sales Director MARS | Stefano BELLETTI, Marketing Manager AMAZON | Mario Gasbarrino, Managing Director UNES | Frederico Gentil Lopes de Mendonça, Head of Grocery Purchasing ESSELUNGA | Andrea Guaraldo, Human Resources Director

L'ORÉAL | Angelo Massaro, CEO IR | Barbara Luongo, Brand Manager CALZEDONIA | Guido Martuscelli, Trade Marketing Director UNILEVER | Roberto Montorfano, Sales Director ROVAGNATI | Francesco Morace, President Future Concept Lab | Giuseppe Morici, CEO BOLTON | Maurizio Moscatelli, Sales Director PARMAREGGIO Andrea Nasi, Human Resources Director MONDELEZ-KRAFT Andrea Neri, Marketing Director CAMPARI Alberto Noè, President SHISEIDO ITALIA Fabrizio Pellegrini, Trade Marketing Director, BARILLA Marco Piantanida, General Manager HARI. BO | SantePopolizio, Sales Director BUITONI-NESTLÉ | Paola Scarpa, Client Solution GOOGLE | Giorgio Santambrogio, Managing Director GRUPPO VÈGÈ | Giulio Serra, Global Trade Marketing, RED BULL | TizianoTassi, Managing Director CAFFEINA | Marco Titi, Marketing Director UNIEURO Group | Federica Usberti, Area Manager HEINEKEN | Fabrizio Viacava, Digital Marketing and E-commerce HOGAN | Marco Zanchi, Marketing Director NESTLÉ Ice Cream Division Giuseppe Zuliani, Marketing and Communication Director CONAD Paola Zuzzaro, Category Manager BEIERSDORF.

Employment prospects

Graduates of the graduate programme in Food Marketing and Sales Strategies are prepared to take on managerial responsibilities in a variety of different corporate roles as well as in various sectoral and market contexts.

Among these, the most significant sector and roles are:

Sectors of activity

- Industrial companies
- Commercial companies
- Agricultural companies
- Consultancy firms
- Advertising agencies
- Market research companies
- Data providers
- Supervisory bodies
- Public companies
- Non-profit companies
- Publishing companies
- E-marketing

Main employment roles

- Marketing Manager
- Trade Marketing

Manager • Sales Manager | Media Marketing Manager • Merchandising Manager • Channel Manager • Category Manager • Field Manager • Customer Service Manager • Public Relation Manager • Key Account Manager • Brand Manager • Buyer • Export Manager • Store Manager Digital Manager E-commerce manager • Accountant | Accountant

In general, the competences acquired in the graduate programme in Food Marketing and Sales Strategies can open favourable employment prospects in various working contexts: from industrial to commercial companies, from consulting companies to advertising and promotion agencies, from multinational companies to small and medium-sized ones, from market research companies to data processing companies, from business associations to editorial and journalistic contexts.

Admission procedure

To enter the graduate programme in **Food Marketing and Sales Strategies**, you must meet one of the following requirements:

- an undergraduate degree (ex D.M. 270/04 or ex D.M. 509/99) obtained or to be obtained by 31 March 2023 in the following degree classes:
 - L-18 Economics and Business Management Sciences (ex M.D. 270/04 or class 17 ex M.D. 509/99);
 - L-25 Agricultural and Forestry Sciences and Technologies (ex D.M. 270/04 or class 20 ex D.M. 509/99);
- any undergraduate degree (ex D.M. 270/04 or ex D.M. 509/99) obtained or to be obtained by 31 March 2023 and at least 40 ECTS in the study plan of the undergraduate degree in the following scientific-disciplinary fields:
 - INF/01 • ING-IND/16 • ING-IND/17 • ING-IND/25 • ING-IND/35 • ING-INF/05 • IUS/01 • IUS/04 • IUS/05 • IUS/07 • IUS/08 • IUS/09 • IUS/10 • IUS/12 • IUS/13 • IUS/14 • MAT/02 • MAT/03 • MAT/05 • MAT/06 • MAT/08 • MAT/09 • M-PED/01 • M-PSI/01 • M-PSI/04 • M-PSI/05 • M-PSI/06 • M-STO/04 • SECS-P/01 • SECS-P/02 • SECS-P/03 • SECS-P/04 • SECS-P/05 • SECS-P/06 • SECS-P/07 • SECS-P/08 • SECS-P/09 • SECS-P/10 • SECS-P/11 • SECS-P/12 • SECS-S/01 • SECS-S/02 • SECS-S/03 • SECS-S/05 • SECS-S/06 • SPS/04 • SPS/07 • SPS/08 • SPS/09 • SPS/10

of which at least 20 ECTS in:

 - SECS-P/01 • SECS-P/02 • SECS-P/03 • SECS-P/04 • SECS-P/05 • SECS-P/06 • SECS-P/07 • SECS-P/08 • SECS-P/09 • SECS-P/10 • SECS-P/11 • SECS-P/12 • SPS/04 • SPS/08



Old university degrees, university diplomas, three-year diplomas taken at schools for special purposes, integrated degrees, graduate degrees or legally recognised degrees equal to undergraduate degrees will be assessed on a case-by-case basis.

Up to 10 ECTS may be missing from those required. The programme) coordinator reserves the right to assess whether the required teaching content has been included in the course programmes and, if necessary, to draw up an ad hoc study plan. Applicants will receive appropriate communication.

Admission procedure

The Graduate programme in Food Marketing and Sales Strategies has a limited number of places (100) and places will be allocated in chronological order until all the places available are full. Registration for interviews will take place in two stages. The first stage is reserved for those who have obtained an undergraduate degree grade ≥ 95 or a weighted average grade $\geq 24/30$. In the second stage, all candidates are allowed to take part in the interviews, subject to

availability. Students about to graduate may apply provided they have achieved 110 ECTS in the first stage or 125 ECTS in the second stage, at the time of submission of the pre-registration application. Candidates who meet the curricular requirements will be required to take part in an interview. The interview is intended to verify the individual motivations for the choice, the results achieved, and the educational activities carried out in the undergraduate degree programme. The dates of the interviews will be communicated through the Faculty website and, in any case, weekly/twice-a-week interview dates will be defined until places are available. Applicants who have not graduated from Università Cattolica will be required to share their Undergraduate degree programme study plan at the admission interview. The dates and procedures for registering for the interview can be found in the notice published on the Faculty website.

The information provided in this section is indicative and it is recommended that you refer to the formal admission notices published on the Faculty website.

Contacts

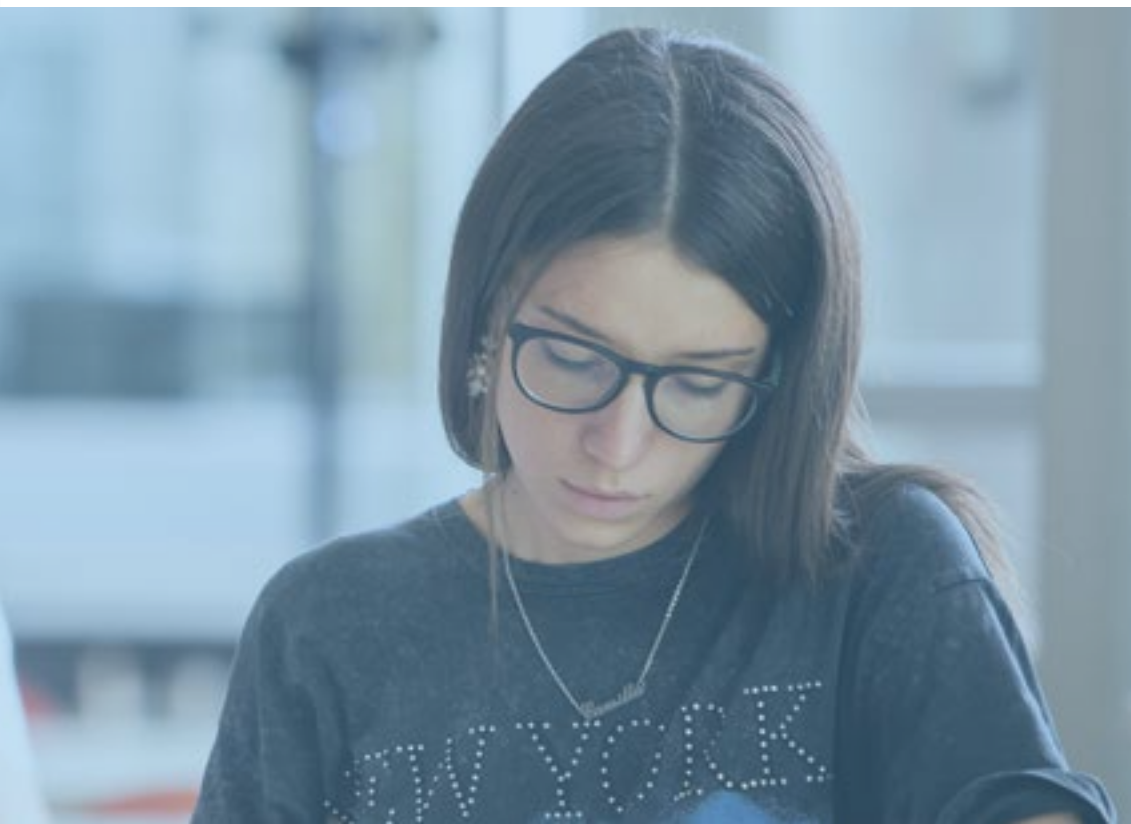
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Business Management

The graduate programme in **Business Management** aims to train distinctive profiles that can effectively meet new and changing professional challenges. It is divided into two different profiles: **General Management**, **Liberal Professions** and **Tax Law**, characterised by the need to create targeted and specific competences in such a way as to allow rapid and profitable integration into the world of work in line with one's professional orientation. Each profile is in fact designed to put the students in a position to choose the subjects more coherent with their interests, contributing to the formation of advanced skills in line with the best national and international university standards and guaranteeing job opportunities in various and numerous sectoral and productive contexts.

Within the framework of the various teaching courses, interactive teaching is planned, which is oriented towards directly involving the students in the learning processes. Group work, discussions of business cases, project work, entrepreneurial and managerial testimonials are planned, aimed at fostering the development and consolidation of technical and professional competences (hard skills) as well as personal and interpersonal competences (soft skills).

The various profiles of the **Business Management** programme boast a consolidated and strong relationship with national and international companies, which allows for significant internship activities during studies (in Italy and abroad) and post-graduate placement.



Profilo General Management

The managers of the 21st century are high-level professionals with in-depth specialised and transversal skills that enable them to manage companies in contexts of strong turbulence and global competition.

They base their managerial action on an integrated and systemic vision of the functioning of the company and are called upon to make decisions according to a cross-functional approach to management problems.

Consistent with the needs of the labour market and the contextual conditions, the specialisation in General Management therefore deepens the problems of governance of business systems operating in increasingly complex and competitive global contexts and is therefore strongly urged in terms of effective and timely responses to change.

The course allows the acquisition of advanced skills aimed at business management, through the deepening of disciplines related to all business functions and tools for adequate investigation and knowledge of the economic and legal environment in which the business system operates.

Particular attention is paid to small and medium-sized enterprises, which make up the productive fabric of our country, and to service enterprises, which play a central role in all developed economic systems. The programme also provides an adequate toolkit for those who want to develop their entrepreneurial vocation and decide to found and lead a new enterprise.

Learning objectives

General Management aims to develop the following competences, knowledge and skills:

- specialist knowledge related to governance, management and organisational processes in different types of companies and inter-company aggregations;

- a systemic vision of economic, social, legal, cultural and technological phenomena in line with recent developments, instances of change, the international perspective in companies of different sizes;
- acquisition of advanced models and tools, including quantitative ones, for the management of decision-making processes in the various corporate functions;
- a solid understanding of the logic of management (efficiency, cost-effectiveness, flexibility, sustainability);
- communication, teamwork, learning, initiative and leadership skills, conflict management, development of change processes and business innovation;
- fluent use, in written and spoken form, of two European Union languages, with particular reference to the disciplinary vocabulary.

The study plan encourages a multidisciplinary preparation through the acquisition of a systematic and organic vision of the company, the mastery of mathematical-statistical tools, principles and institutions of national and international legal system. The profile includes a compulsory company internship as a fundamental training moment, which enables the following to take place:

- widen the pool of expertise provided by the university training profile with professional knowledge that can only be acquired in the workplace;
- facilitate the student's career choices through direct experience in the world of work.

Teaching methodology

The course includes up-to-date and qualified teaching, in-depth studies of topical issues, and activities that enhance the link between teaching and research, for example through seminars, workshops and conferences.

The methodological approach, based on a rich variety of innovative approaches, places the student at the centre of the learning experience.

Classes composed of a limited number of students and characterised by a direct contact with the professors/lecturers favours the adoption of an interactive methodology, which includes, in addition to lectures:

- individual and group discussion of case studies to develop problem solving and decision making skills;
- organisation of cross-functional testimonies that allow to analyse concrete business problems from the perspective of different disciplinary approaches and integrating the vision of different business functions;
- direct observation of company processes through the organisation of factory tours;
- participation in 'dinner meetings', informal meetings with managers and entrepreneurs, which facilitate the orientation towards a specific professional career.

The programme also offers extensive opportunities for international exchange.

Business Plan

To develop skills aimed at:

- creating a new company, starting from a simple initial idea (business idea);
- articulating entrepreneurial projects planning the start-up phase;
- designing innovative solutions for specific functional issues.

Students are asked to take part in a very concrete exercise involving the drafting of a business plan. The work done in groups is also examined and evaluated by a jury of entrepreneurs and managers.

Coaching

In order to facilitate a successful integration into the working world, the General Management programme offers individual

students the opportunity of a one-to-one interview with a Mentor Coach accredited by ICF (International Coach Federation) aimed at providing professional guidance and support in the identification of professional objectives and in the construction of a personalised path to achieve them. The reference person for the organisation of these activities is Prof. Roberta Virtuani (roberta.virtuani@unicatt.it).

My Mentor!

Particularly innovative is the MyMentor! project, which was initially developed as part of this course and later extended to other profiles and degree programmes of the university. It allows each student to interact individually during a semester with a mentor (manager, consultant or entrepreneur), who is willing to guide him/her in understanding the dynamics of the world of work and in planning the first steps of the professional path.

The *Orientamantee* path accompanies the participants in the project in the acquisition of a greater awareness of their own aptitudes and professional inclinations, up to the realisation of an autonomous evaluation of their own competences.

Professional outlets

The graduate programme in General Management provides advanced training for management responsibilities or qualified positions of a specialised nature in various organisational contexts and business functions (administration and finance, planning and control, strategic marketing, organisation, human resource management, supply chain management) as well as for the development of entrepreneurial activities.

Offering a pathway to the world of work through a constant and systematic comparison with qualified and certified professionals who offer 'coaching' and 'mentoring' services, the profile allows the successful and satisfactory placement of graduates in:

- industrial and service enterprises of various sizes, operating at local or global level, and in particular in innovative sectors of the economy;
- family businesses;
- companies and public administrations;
- management consulting company;
- research and higher management education centres.

The Alumni Network

Activated since a.y. In 2004-2005, the General Management programme boasts an important network of Alumni, who hold roles of significant responsibility within qualified national and multinational companies, and who actively collaborate in the realisation of numerous teaching initiatives, strengthening the connection between the training programme and the world of work.

Admission procedure

Eligibility criteria are those laid down in the applicable legal provisions.

Admission to the Graduate degree programme is subject to possession of the qualifications required by law: a university degree or three-year university diploma or another foreign qualification recognised as suitable.

Candidates with a degree obtained in one of the following classes listed in the Ministerial Decree 270/2004 (or in the corresponding classes provided for in the former Ministerial Decree: 509/1999) are eligible: class L-18 (Economics and Business Management Sciences) or L-33 (Economics) or L-014 (Legal Services Sciences).

Candidates with a degree obtained in one of the following classes listed in the Ministerial Decree 270/2004 (or in the corresponding classes provided for in the former Ministerial Decree: 509/1999) and who have acquired in their previous training at least 60 ECTS in the following scientific disciplinary fields are

also eligible:

- INF/01 • ING-INF/05 • ING-IND/16
- ING-IND/17 • ING-IND/35 • IUS/01
- IUS/04 • IUS/07 • IUS/08 • IUS/09
- IUS/10 • IUS/12 • IUS/13 • IUS/14
- L-LIN/12 • MAT/02 • MAT/03 • MAT/05
- MAT/09 • SECS-P/01 • SECS-P/02
- SECS-P/03 • SECS-P/07 • SECS-P/08
- SECS-P/09 • SECS-P/10 • SECS-P/11
- SECS-P/12 • SECS-S/01 • SECS-S/02
- SECS-S/03 • SECS-S/05 • SECS-S/06
- SPS/07 • SPS/08 • SPS/09 • SPS/10

of which:

- **At least 20 ECTS** in the following scientific disciplinary fields: nei seguenti settori scientifico disciplinari: • SECS-P/07 • SECS-P/08 • SECS-P/09 • SECS-P/10 • SECS-P/11 • ING-IND/16 • ING-IND/17 • ING-IND/35;
- **up to a maximum of 40 ECT** in the following scientific disciplinary fields : • SECS-P/01 • SECS-P/02 • SECS-P/03;
- **At least 30 ECTS** in the following scientific disciplinary fields: • SECS-S/01 • SECS-S/02 • SECS-S/03 • SECS-S/05 • SECS-S/06 • MAT/02 • MAT/03 • MAT/05 • MAT/09;
- **Up to a maximum of 20 ECTS** in the following scientific disciplinary areas: • INF/01 • ING-INF/05 • L-LIN/12 • SPS/07 • SPS/08 • SPS/09 • SPS/10 • SECS- P/12;
- **up to a maximum of 20 ECTS** in the following scientific disciplinary areas: • IUS/01 • IUS/04 • IUS/07 • IUS/08 • IUS/09 • IUS/10 • IUS /12 • IUS /13 • IUS/14.

Up to 12 ECTS may be missing from those required under points 2,3,4 and 5.

Admission procedure

The interview is intended to verify the individual motivations for choice, the results achieved and the educational activities carried out in the undergraduate degree programme.

Registration for interviews will take place in two stages. The first stage is reserved for those who have obtained an undergraduate degree grade ≥ 95 or a weighted average grade $\geq 24/30$. In the second stage, all candidates are allowed to take part in the interviews, subject to availability.

Students about to graduate may apply, provided they have achieved 110 ECTS in the first stage or 125 ECTS in the second stage at the time of application for the interview.

The dates of the interviews will be communicated through the Faculty's website. Access to the graduate programme in General Management is subject to the number of places programmed for the degree programme in Business Management (110 places) and places will be allocated in chronological order by means of interview until places are filled.

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.

For further and more up-to-date information on the activities carried out within the framework of the General Management profile, please visit the profile page on the website.

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-

| First year | ECTS |
|---|------|
| Financial Analysis and Corporate Finance - <i>Module</i> Budget Analysis (5 ECTS) - <i>Module</i> Business Finance (5 ECTS) | 10 |
| Entrepreneurship | 5 |
| Advanced Labour Law (borrowed from Law) | 6 |
| Business Information Systems (advanced) | 5 |
| Quantitative Methods for Business Decisions | 6 |
| Economics Policy - <i>Module</i> European Political Economy (6 ECTS) - <i>Module</i> Enterprise and Digitisation Policies (6 ECTS) | 12 |
| Service Management - <i>Module</i> Economics and Management of Service Enterprises (advanced course) (5 ECTS) - <i>Module</i> Strategic Management of Public Services (5 ECTS) | 10 |
| Content and Digital Marketing | 4 |
| Electives** | 5 |
| Second year | ECTS |
| Human Resources Management | 5 |
| SME Management | 5 |
| Advanced Strategy and Strategic Control - <i>Module</i> Corporate strategy (5 ECTS) - <i>Module</i> Strategic Control (5 ECTS) | 10 |
| English Language (Business English II) | 3 |
| Second language: - Advanced Business English II - French Language (advanced) - German Language (advanced) - Spanish Language (advanced course) | 2 |
| Internship | 7 |
| Electives** | 5 |
| Final Examination | 20 |

Note:

* Compulsory for students who have never studied the second language.

** Without prejudice to the student's right to choose any course offered by the University, provided that it is compatible with the course of study, the Faculty suggests completing the study plan by choosing one of the courses listed:

- Consolidated Financial Statements (5 ECTS)
- Logistics Process Management*** (5 ECTS)
- Internet Marketing and Communication Policies (borrowed from inter-faculty) (5 ECTS)
- Data Management ***(5 ECTS)
- Law and Management f Ecclesiastical Bodies (IUS/11) (borrowed from Law) (5 ECTS)
- Sustainability Management (5 ECTS)

*** Strongly recommended

Profile Liberal Profession and Tax Law

Learning objectives

The graduate degree programme profile in Liberal Professions and Tax Law aims to meet the training needs of a professional figure increasingly in demand in the economic world: that of the business consultant, either in-house or freelance. With this objective, the degree programme offers:

- advanced training in tax law, commercial law and accounting and auditing techniques;
- an integrated view of methodological, scientific and professional knowledge in these areas;
- the ability to apply the above knowledge in concrete cases.

In this perspective, an agreement was also stipulated with the Order of Chartered Accountants, which allows students interested in entering the profession of Chartered Accountant and Auditor, if they meet the entry requirements of the same, (i) to have the period of apprenticeship carried out during the last academic year recognised as a professional apprenticeship preparatory to taking the State Examination for the practice of the profession and (ii) to take only two of the three written examinations normally envisaged for the above mentioned Examination.

Target market and professional outlets

The profile addresses undergraduates with a strong motivation to grow professionally and interested in pursuing career paths such as the profession of:

- Tax manager in multinational companies and medium-sized companies
- Business consultant
- Consultant in large asset management (wealth management) in particular, but not exclusively, with a focus in tax law.
- Chartered Professional Accountant
- Auditor
- Labour Consultant

Internship

The apprenticeship period is an excellent opportunity for professional integration. In recent years, students have been offered the opportunity to carry out internships in some of the most important professional firms in Italy (particularly in the field of tax law), or at auditing and consulting firms. In most cases, the students were confirmed at the end of their training period, thus embarking on a partnership which continued after the completion of their studies. The internship generally guarantees the student the possibility of receiving a contribution towards expenses from the professional studio in which the activity is carried out.

The international dimension

The profile for Liberal Profession and Tax Law places great emphasis on the international aspect of the students' education and their future professional activity.

This focus on international profiles is expressed in various characterising aspects:

- The presence of two courses specifically dedicated to the international aspects of tax law;
- extensive use of international and English-language academic material;
- the possibility of extra-curricular internships abroad (e.g. at the European Commission and the IBFD in Amsterdam);
- the possibility of carrying out part of the research for the dissertation at foreign universities or research centres.

Alumni testimonials

On the University's website, testimonials from former students of the Liberal Professions and Tax Law programme are published, documenting their paths, outlets and experiences.

Admission procedure

Profile in agreement

To access the profile in Liberal Professions and Tax Law (in agreement) of the graduate programme in Business Management, students must meet one of the following curricular requirements:

- an undergraduate degree (ex D.M. 270/04 or ex D.M. 509/99) obtained or to be obtained by 28 February 2021 in the following degree classes:
 - L-18 Economics and Business Management Sciences (ex M.D. 270/04 or class 17 ex D.M. 509/99);
 - L-33 Economic Sciences (ex-Ministerial Decree. 270/04 or class 28 ex D.M. 509/99).
- at least 39 ECTS in the study plan of the undergraduate programme in the following scientific-disciplinary fields:
 - 24 ECTS in SECS-P/07;
 - 15 ECTS in SECS-P/08, SECS-P/09, SECS-P/10, SECS-P/11.

Taking into account the requirements in terms of skills set out in the specific Convention signed between Università Cattolica and the Ordini dei Commercialisti (Order of Chartered Accountants), the coordinating professors/lecturers reserve the right to assess the individual curricula studiorum of the candidates in order to allocate any supernumerary exams.

Not-in-agreement profile

One of the following curricular requirements must be met for admission to the profile in Liberal Profession and Tax Law (not-in-agreement) of the graduate Programme in Business Management:

- an undergraduate degree (ex D.M. 270/04 or ex D.M. 509/99) obtained or to be obtained by 28 February 2021 in the following degree classes:
 - L-18 Economics and Business Management Sciences (ex M.D. 270/04 or class 17 ex D.M. 509/99);
 - L-33 Economic Sciences (ex-Ministerial Decree. 270/04 or class 28 ex D.M. 509/99);

- L-14 Legal Services Sciences (formerly D.M. 270/04 or class 31 ex D.M. 509/99).
- any undergraduate degree (ex D.M. 270/04 or ex D.M. 509/99) obtained or to be obtained by 28 February 2021 and at least 60 ECTS in the study plan of the undergraduate degree in the following scientific-disciplinary fields: INF/01, ING-INF/05, ING-IND/16, ING-IND/17, ING-IND/35, IUS/01, IUS/04, IUS/07, IUS/08, IUS/09, IUS/10, IUS/12, IUS/13, IUS/14, L-LIN/12, MAT/02, MAT/03, MAT/05, MAT/09, SECS-P/01, SECS-P/02, SECS-P/03, SECS-P/07, SECS-P/08, SECS-P/09, SECS-P/10, SECS-P/11, SECS-P/12, SECS-S/01, SECS-S/02, SECS-S/03, SECS-S/05, SECS-S/06, SPS/07, SPS/08, SPS/09, SPS/10

of which:

- 1) almeno 20 Cfu in: SECS-P/07, SECS-P/08, SECS-P/09, SECS-P/10, SECS-P/11, ING-IND/16, ING-IND/17, ING-IND/35;
- 2) fino ad un massimo di 40 Cfu in: SECS-P/01, SECS-P/02, SECS-P/03;
- 3) fino ad un massimo di 30 CFU in: SECS-S/01, SECS-S/02, SECS-S/03, SECS-S/05, SECS-S/06, MAT/02, MAT/03, MAT/05, MAT/09;
- 4) fino ad un massimo di 20 Cfu in: INF/01, ING-INF/05, L-LIN/12, SPS/07, SPS/08, SPS/09, SPS/10, SECS-P/12;
- 5) fino ad un massimo di 20 Cfu in: IUS/01, IUS/04, IUS/07, IUS/08, IUS/09, IUS/10, IUS/12, IUS/13, IUS/14.

Up to 10 ECTS may be missing from those required.

The programme coordinator reserves the right to assess whether the required teaching content has been included in the course programmes and, if necessary, to draw up an ad hoc study plan. Applicants will receive appropriate communication.

The study plan of candidates with a university degree completed under previous Italian

education system or a three-year university diploma or a diploma from a school for special purposes in accordance with the pre-Ministerial Decree regulations 509/99 or a graduate/integrated degree from post-Ministerial Decree regulations 509/99 - D.M. 270/04 is assessed by a special Commission appointed by the Faculty.

Admission procedure

Access to the graduate programme in Liberal Profession is dependent on the number of places being programmed (40 places).

Registration for interviews will take place in two stages. The first stage is reserved for those who have obtained an undergraduate programme degree grade ≥ 95 or a weighted average grade $\geq 24/30$. In the second stage, all candidates are allowed to take part in the interviews, subject to availability.

Students about to graduate may apply provided they have achieved 110 ECTS in the first stage or 125 ECTS in the second stage, at

the time of application.

Candidates who meet the curricular requirements will be required to undergo a motivational interview.

The dates of the interviews, which will start in May 2020, will be communicated through the Faculty's website.

My Mentor!

The MyMentor! project is particularly innovative in the provision of supplementary teaching services. It allows each student to interact individually during a semester with a mentor (manager, consultant or entrepreneur), who is willing to guide him/her in understanding the dynamics of the world of work and in planning the first steps of the professional path.

The course accompanies the participants in the project in the acquisition of a greater awareness of their own professional skills and inclinations, up to the realisation of a self-assessment of their own competences.



Study plan

The study plan is developed around the idea of providing students with a progressive and systematic learning plan for the subjects characterising the profile.

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

Contatti

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-

| First year | ECTS |
|---|------|
| Financial Analysis and Corporate Finance - <i>Module</i> Financial Analysis (5 ECTS) - <i>Module</i> Business Finance (5 ECTS) | 10 |
| Corporate Tax Law - <i>Module</i> Corporate Income Tax (3 ECTS) - <i>Module</i> Value Added Tax (3 ECTS) - <i>Module</i> The Taxation of Extraordinary Transactions and Business Groups (3 ECTS) | 9 |
| Comparative International Tax Law or Bank Finance Contracts | 5 |
| SME Governance | 6 |
| Business crisis Management - <i>Module</i> Business Crisis Law (5 ECTS) - <i>Module</i> Economics of Business Crisis (5 ECTS) | 10 |
| Quantitative Methods for Business Decisions | 6 |
| Economics Policy - <i>Module</i> European Political Economy (6 ECTS) - <i>Module</i> Enterprise and Digitisation Policies (6 ECTS) | 12 |
| Extraordinary Transactions | 5 |
| Second year | ECTS |
| Consolidated Financial Statements and International Accounting Standards - <i>Module</i> Consolidated financial statements (5 ECTS) - <i>Module</i> International principle Accounting (5 ECTS) | 10 |
| Statutory Audit | 5 |
| English Language (Legal English II) | 3 |
| Second language: - Advanced Business English II* - French Language (advanced course) - German Language (advanced course) - Spanish Language (advanced course) | 2 |
| Internship | 7 |
| Electives** | 10 |
| Final Examination | 20 |

Note:

* Compulsory for students who have never studied a second language

** Without prejudice to the student's right to choose any course offered by the University, provided that it is compatible with the course of study, the Faculty suggests completing the study plan by choosing one of the courses listed:

- Advanced Labour Law (borrowed from Law) (5 ECTS)
- European Union Economic Law*** (5 ECTS)
- Law and Management of Ecclesiastical Bodies (IUS/11) (borrowed from Law) (5 ECTS)
- Business Information Systems (advanced) (5 ECTS)
- Data Management (5 ECTS)
- SME Management (5 ECTS)

*** Strongly recommended for students interested in specialising in Tax Law

Only students who meet the following requirements may benefit from exemption from the first State examination for access to Section A of the Register of Chartered Accountants and Accounting Experts and undertake a six-month professional internship in conjunction with the final year of the course of study:

1. an undergraduate degree in one of the following classes:

- L-18 Economics and Business Management Sciences (ex M.D. 270/04 or class 17 ex D.M. 509/ 99);
- L-33 Economic Sciences (ex-Ministerial Decree. 270/04 or class 28 ex D.M. 509/ 99);

2. at least 39 ECTS in the following scientific-disciplinary fields:

- 24 ECTS in SECS-P/07;
- 15 ECTS in SECS-P/08, SECS-P/09, SECS-P/10, SECS-P/11



Graduate programme in Global Business Management

Taught in English

About

The Master of Science in Global Business Management is the newest and the most international program offered by the Faculty of Economics and Law at the Piacenza Campus. It is the result of years of experience both in teaching and in researching also within the IPBS (International Network of Business Schools) Network.

The International Partnership of Business Schools (IPBS) is a consortium of 12 leading business schools in Europe, USA and Latin America. The partner schools are located in Dublin (Ireland), Lancaster (United Kingdom), Madrid (Spain), Reims/Rouen (France), Reutlingen (Germany), Piacenza (Italy), Boston (MA, USA), Raleigh (NC, USA), San Diego (CA, USA), Puebla (Mexico) and São Paulo (Brazil). The Master of Science in Global Business Management aims at addressing the most innovative managerial topics on international business, on doing business in foreign countries, on international competitiveness, on merging and acquisition, of performance measurement and management and on sustainability management.

Companies tend to employ graduates with the following skills:

- acquire awareness of international issues and settings
- work and study experience within multinational working groups
- ability to analyze global markets

- ability to conceive and deal with the management of major or significant projects

The Global Business Management program aims to endow students with the listed skills so as to enable them to quickly adapt to an international environment, whilst understanding the dynamics, and knowing how to effectively identify solutions to managerial problems in such settings.

Learning objectives

The curriculum presents two types of courses: subjects relating to the managerial disciplines (strategy, HRM, accounting), and subjects relating to business issues and problems typically associated with the processes of internationalization of firms and the understanding of economic issues (managerial economics, financial reporting and performance measurement, business and government relations). This is done to balance traditional knowledge of management with the specialization and the development of specific internationalization-oriented skills. In addition, the program also includes courses that intend to develop the capability to work in different social and cultural contexts and to review, develop and implement the issues that typically arise when firms go global.

Learning Process

The Master of Science in Global Business Management is designed to match the most effective learning process of Business Schools: case studies, work groups, assignments will part of the curriculum.

The MSc in Global Business Management has to be considered a learning organization where the students are asked to be actively involved in the process, debating managerial issues and interacting with the professors and with peers. A true international class with students coming from different countries, different cultures, with different backgrounds and expertizes will make

the difference adding value to the participants. From a learning goal point of view the MSc in Global Business Management is designed to stimulate the students and get familiar with the work environment testing the decision that managers have to take and the issues companies have to face daily.

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.



| First Year | ECTS |
|---|-----------|
| Strategy and International Business - <i>Module</i> Corporate Strategy (5 Ects) - <i>Module</i> International Business (5 Ects) | 10 |
| Economics of global competitiveness and sustainability | 5 |
| Sustainability management | 5 |
| Managerial Economics - <i>Module</i> Competitive Behavior (5 Ects) - <i>Module</i> Advanced Economics Scenarios analysis* (5 Ects) | 10 |
| Performance measurement and controlling - <i>Module 1</i> International Financial Reporting (5 Ects) - <i>Module 2</i> Performance Measurement and Incentives (5 Ects) | 10 |
| International affairs - <i>Module 1</i> Business Government Relations (5 Ects) - <i>Module 2</i> International Corporate Taxation and Tax Planning (5 Ects) | 10 |
| Corporate Finance | 5 |
| Internship | 6 |
| Second Year | ECTS |
| International Human Resource Management | 5 |
| Intercultural Marketing - <i>Module</i> International marketing & customer experience management (5 Ects) - <i>Module</i> Sociology of Consumer Behavior (5 Ects) | 10 |
| Business Ethics | 5 |
| Business Analytics | 6 |
| Elective courses** | 15 |
| Thesis | 18 |

Notes:

* Module Economics Scenarios in 2019/20

** Students must choose three of the following courses:

- Corporate Governance (5 Ects)
- Applied Economics of Globalization (5 Ects)
- Mergers and Acquisitions (Advanced International Business) (5 Ects)
- Global Challenges & Impacts (5 Ects)
- Data Science and Management (5 Ects)
- Silicon valley immersion program (5 Ects)
- Supply chain management (5 Ects)
- Financial markets and institutions (5 Ects)

The Faculty

The Faculty of the Master of Science in Global Business Management is international with visiting professors, with resident faculty members and also with guest speakers.

The result is a true combination of academics and practitioners that allow the students to take advantage of the best of the both worlds.

Career opportunities & Professional recognition

Graduates from the Global Business Management program are exposed to a wide range of career opportunities.

Graduates will have both the technical knowledge and the methodological tools suited to pursue professional and managerial careers in large multinational and domestically owned corporations, SMEs and international institutions such as the World Trade Organization, the International Monetary Fund, the World Bank and the European Commission and the European Parliament. Yet their learning of abilities of how to deal with international and multicultural issues should also enable them to work within smaller companies, where flexibility and the ability to adapt comes first.

Graduates from the program are given the unique opportunity to take advantage of the interaction with guest speakers coming from the most innovative business models.

The MSc in Global Business Management will open many job opportunities at managerial level nationally and internationally.

Entry requirements

Graduate requirements:

- You need to hold an undergraduate degree, obtained after a minimum of 3 years of study (180 ECTS) and in a subject which is relevant to the chosen degree course. If you've undertaken less than 15 years of total schooling, you may not be eligible for admission to a graduate program.

- the degree has to be issued by a higher education institution which is accredited or recognized in the awarding country;
- Cattolica will evaluate your academic and personal background and decide if you meet the specific conditions for admission to the graduate degree of your choice.

Language requirements:

English language proficiency

(Only applicable to degree courses taught in English). For applicants whose first language is not English they will need to either:

- Have a TOEFL iBT overall score of at least 85 or
- an Academic IELTS overall score of at least 6.5 (Other language certificates
- may be accepted; full list available at ucscinternational.it) or
- Have successfully completed a degree program taught in the English language.

Cattolica's TOEFL institution code is 2605.

Italian Students (In Italian so to better present the prerequisites requested by the Ministry of Education)

Conoscenze richieste per l'accesso

Knowledge Required for Access

(DM 270/04, art 6, paragraphs 1 e 2)

Admission to the Graduate degree programme is subject to possession of the qualifications required by law: a university degree or three-year university diploma or another international qualification recognised as suitable. Candidates with a degree obtained in one of the following classes listed in the Ministerial Decree 270/2004: L-18 e L-33) or in the corresponding classes provided for in the former Ministerial Decree 509/1999 are eligible. Candidates with an undergraduate degree under Ministerial Decree (D.M.) 270/2004 or D.M. 509/1999 in whose curriculum there are at least 60 ECTS in the following scientific disciplinary sectors are also eligible:

- at least 20 ECTS in: SECS-P/07, SECS-P/08, SECS-P/09, SECS-P/10, SECS-P/11
- up to a maximum of 40 ECTS in: SECS-P/01, SECS-P/02

- up to a maximum of 30 ECTS in: SECS-S/01, SECS-S/02, SECS-S/03, SECS-S/05, SECS-S/06, MAT/02, MAT/03
- up to a maximum of 20 ECTS in: AGR/01, INF/01, ING-INF/05, L-LIN/12, SPS/07, SPS/08, SPS/09, SPS/10, SECS-P/12
- up to a maximum of 20 ECTS in: IUS/01, IUS/04, IUS/07, IUS/08, IUS/09, IUS/10, IUS/12, IUS/13, IUS/14

Registration for interviews will take place in two stages. The first stage is reserved for those who have obtained an undergraduate programme grade ≥ 95 or a weighted average grade $\geq 24/30$. In the second stage, all candidates are allowed to take part in the interviews, subject to availability.

Graduates may apply provided they have achieved 110 ECTS in the first stage or 125 ECTS in the second stage, at the time of application.

The didactic regulations of the graduate programme determine the methods for verifying possession of the required curricular requirements, including fluency in English (level B2) and the adequacy of personal preparation. With regard to the necessary knowledge of the English language, the verification of the adequacy of personal preparation includes a preliminary check of language skills or an internationally recognised certification of English language skills at least at level B2.

The selection process will start from May 2020 with interview dates to be defined soon. (for info: emanuele.vendramini@unicatt.it).

Get in touch

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Innovation and digital entrepreneurship

Campus of Cremona

The graduate programme in **Innovation and Digital Entrepreneurship** belongs to the LM-77 class (Economic and Business Sciences). The programme aims at training professionals who are increasingly in demand on the labour market due to the strong development of the digital economy: *the Innovation Manager in digital companies, the Digital Transformation Expert and the Digital Entrepreneur*, founder of innovative start-ups.

The first distinctive feature of this programme is the training of graduate students through the *contamination of all the heterogeneous areas of knowledge necessary to create, manage and develop businesses in the digital economy*, combining them through two generative processes: the innovation process and the entrepreneurial process.

A second feature of this graduate programme is that *starting from the first year students will also be involved in a constant "learning by doing" process*, thanks to the organic collaboration with a pool of innovative companies and the ICT sector, which from the first semester will offer participants to the programme a series of supplementary activities such as: workshops and seminars on technological topics; (individual and group) *project work*; business games; *mentoring* by managers and entrepreneurs; *internships and micro-internships*; *hackathons and business challenges* on real problems; the possibility of periods of incubation of ideas and start-ups. Systematic collaboration with enterprises will enable students to develop the soft skills needed to operate effectively in organisations, as well as those useful for founding and leading new enterprises.

Learning objectives

This programme is intended to prepare specialists who will work in positions of responsibility within innovative and digital companies, taking on functions of direction and strategic development, whether they are existing or newly established companies.

In order to achieve this aim, the training of graduate students will be based on the contamination of the heterogeneous areas of knowledge required to create, manage and develop businesses in the digital economy, combining them through two generative processes: the innovation process and the entrepreneurial process. The adoption of such transversal processes as a driver of knowledge learning, together with the fact that students come from different degree programmes (based on science, technology and economics) and a teaching methodology based on *project work*, workshops, seminars, internships and *mentoring* activities with companies, will favour the training of hybrid professional figures, capable of combining digital, economic-financial, legal and humanistic competences and transversal soft skills.

The main areas of knowledge included in the programme are those of:

- Economics and management of innovating enterprises
- Corporate finance (with a specific focus on financing innovative companies)
- Commercial and industrial law
- Project management and innovation management
- Humanities (psychology, sociology, pedagogy) applied to organisations and digital media

- Information and Communication Technologies (ICT)

The processes of innovation and entrepreneurship are the activators of the contamination between these distinct areas of knowledge and will both be adopted in the course of study to enable students to learn knowledge and put it into practice already during the two years of the programme.

Innovation in this context means the initial marketing of an invention or idea on the market in the form of a new product or process. Today, the innovation cycle has accelerated, especially in the Digital Economy. For innovation to really produce value for the innovator, it must be defended, protected from possible imitations by competitors.

Entrepreneurship, on the other hand, is the process of creating or seizing an opportunity and pursuing it, regardless of how many resources one has at his/her disposal at the outset. The entrepreneurial process starts with the ability to identify a market opportunity (*Business opportunity*), it requires the formulation of a new product or corporate idea (*Business idea*) and moves on to the design of a *Business model* and then to the drafting of a *Business plan* on which the concrete possibility of producing value for the client in a sustainable way over time is based.

Teaching methodology

The low number of students enrolled in this new degree programme is based on a highly participative teaching approach, which will favour classroom interaction between professors/lecturers and students and the systematic use of group work, individual assignments, participation in projects and direct experience (on campus and in the company), aimed at encouraging students' "learning by doing" processes, supported by company mentors and coordinated by academic tutors.

In addition to this, in both years of the graduate programme, there are supplementary teaching activities in the form of workshops and lectures with the active participation of consultancy firms, IT companies and partner companies. These

activities are aimed at developing in students the *mindset*, *soft skills* and *cultural background* necessary to foster creative and flexible thinking, interacting in teams and with business organisations.

A journey alongside innovation leaders

The training project of this programme entails the direct participation of companies in the student experience. Through special agreements, a pool of leading innovation companies, IT companies and players from the innovation and start-up ecosystem will engage in close and ongoing collaboration with the degree programme.

The following companies are currently official members of the steering committee for this degree programme: Gruppo ARVEDI, Gruppo BOSCH, Agile Marketing Italia, Antares vision, APP Quality, C2 Corporate, C2 GROUP, COBOX, ComoNExT, CRIT, Cyberoo, Digital Magics, Digital Technologies, Direct Channel, DuePer, Duferco Italia, Fabbricadigitale, GAMM System, IAG (Italian Angels for Growth), INCODE, IT IMPRESA, KLARNA, Le Village by CA di Milano e di Parma, Growens GROUP, MICRODATA GROUP, Net4Market, PRO WORLD STUDIO, REI Reindustria Innovazione, TRAKTI, VALUE GROUP, Xeo4 RILHEVA, URBAN HUB PIACENZA, WyLab. Other companies are being added to this first nucleus.

They actively contributed to the design of the programme, verifying that the course content and the professional profile actually corresponded to market needs. The partner companies support the programme with seminars, internships, mentoring and co-participation in the projects that the students will carry out during their studies, so as to make an effective contribution to the development of the soft skills needed to enter the job market in the digital sector.

Also, thanks to them, for some students the final project may take the form of a real innovative start-up project, with which they will be able to realise their own business idea in the ICT sector

Innovation Workshops, field trips and internships

In addition to the official teaching activities, during the two-year period, students are offered various field experiences. Thanks to the direct collaboration of partner companies, it is indeed possible to take part in projects of product testing, pivoting on apps or IT solutions, of collecting and consolidating ideas for development. Visits are also organised to innovative companies, technology parks startup incubators, to learn about excellent companies and develop concrete skills. An essential element in the training is the final internship, which can be carried out at partner companies or other companies (national or international) selected by the student.

My Mentor!

This degree programme also offers MyMentor! It allows each student to interact individually during a semester with a mentor (manager, consultant or entrepreneur), who is willing to guide them in understanding the dynamics of the world of work and in planning the first steps of their professional path.

The course accompanies the project participants in the acquisition of a greater awareness of their own professional aptitudes and inclinations, up to the realisation of an autonomous assessment of their own skills.

Employment prospects

The three professional profiles that the new LM-77 aims to train are the following:

Innovation Manager

Function in a work context

Employment prospects

They know how to create new products, processes or business models with digital content, capable of producing value for customers. Therefore, they manage complex projects ranging from the identification of innovative ideas until their implementation and commercialisation on the market, also coordinating the work of project teams.

Competences associated with the function

They know the main ICT technologies, build and use databases, and apply them to business processes and products/services for the market. Graduates will have skills in identifying and analysing clients' needs; skills in mechanisms for protecting, including legally, innovation; skills in managing creative processes and the generation of new ideas, as well as in managing complex projects for the development and market launch of new products, processes or solutions, with attention also to environmental and social sustainability. And they will also have budgeting and financial skills.

Job Opportunities

Project manager in medium and large enterprises in the ICT sector, responsible for the development and implementation of innovation projects within the company or carried out by promoting a network of relationships with external parties, according to the Open Innovation model. Head of Research and Development in companies.

Digital transformation expert

Function in a work context

They analyse the business models of a target company, whatever its sector, and are able to develop and lead digitisation projects aimed at increasing its competitiveness.

Competences associated with the function

Analysing the business models of traditional and digital enterprises; analysing activities and processes of individual functions and organisational units; developing strategies for organisational and technological change; planning and leading projects for the implementation of digital technologies. Budgeting and financial skills.

Job Opportunities

Project manager within the commercial function of digital business services companies. Manager of collective business digital transformation projects (e.g. aimed at groups or networks of SMEs) promoted or financed by public or private bodies, including in the context of public calls for proposals financed

or co-financed by the EU, the Government, the Regions or the Chambers of Commerce. Project manager for digitisation within public administration bodies.

Digital entrepreneur

Function in a work context

They will be able to set up a new innovative company in the digital field, alone or in a team, planning its strategy, assessing its sustainability, gathering all the necessary resources for the company's activities (in the various phases of its life cycle, but especially in the start-up phase), and then guiding its development on the market.

Competences associated with the function

Identifying market opportunities; leading creative processes; having vision; valuing ideas; thinking ethically and sustainably; mobilising material and non-material resources and targeting them towards a result; carrying out financial and economic analysis; exercising team leadership; initiative; ability to deal with uncertainties and learn from experience.

Job Opportunities

Entrepreneur of innovative start-ups. Member of a start-up team. Advisor of innovative start-ups within incubators or business accelerators or bodies promoting new entrepreneurship. Analyst at financial intermediaries investing in innovative companies (e.g. venture capital funds).

Study plan

The programme comprises a total of 12 subjects, including two electives and the study of English. The courses are concentrated in the first three semesters, so that the second semester of the second year can be devoted to the (curricular and compulsory) internship in a company and the final examination, which can take the form of a dissertation or an innovative business start-up project.

The profile consists of eight compulsory courses in the **first year** aimed at:

1. understanding who the entrepreneur is (including their typical psychological traits) and how the process of setting up a new business unfolds, from generating

- an innovative idea to drawing up a comprehensive business plan;
2. Understanding how to effectively design and manage the customer experience through digital media, learning how to use the main digital marketing tools;
3. Knowing the basic principles of corporate finance, identifying the capital needs of business activities, learning the means by which these needs can be met, the criteria by which to make the right investment decisions and ensure the financial equilibrium of the enterprise;
4. Knowing the actors and dynamics of the digital economy and the main public economic policies for innovation;
5. Knowing the principles and rules of law concerning the use of the Internet and the protection of innovation;
6. Knowing and appreciating the different forms of funding (equity and debt) available to innovative start-ups and how formal and informal investors decide whether and how to provide them with capital at different stages of the company's development;
7. Achieving basic methodologies and skills to manage data analysis;
8. Knowing the digital technologies used in digital transformation and digital start-ups.

In the first semester of the **second year**, on the other hand, through three common and compulsory courses, students will learn to:

1. use the tools and techniques of project management and organisational design to manage innovation projects in enterprises;
2. Understand company law rules and the most suitable legal solutions to choose the appropriate legal form for an innovative start-up, design an effective governance suitable for the entry of investor members at different stages of the company's life cycle, regulate relations between members to ensure the continuity of the company and avoid possible conflict situations;
3. Understand the effects of the diffusion and use of digital media on social behaviour,

both relational and consumer, and to use social media correctly and effectively.

In addition to this, also in the first semester, students will be able to characterise their study plan by choosing two other subjects from a basket, some with a more social/humanistic content and others more technical.

A residential course in the USA, in collaboration with the University of San Francisco, is also offered as part of the electives, which includes lectures and a visit to the Silicon Valley innovation eco-system (additional costs for travel, accommodation and meals are incurred for this elective).

The second semester of the second year is mainly devoted to the (compulsory) internship and the writing of the dissertation, which can also take the form of a start-up or innovation project.

Admission procedures

To enrol in the graduate programme, you must meet one of the requirements below:

A. An undergraduate programme degree in one of the following classes:

- L-8 Information Engineering;
- L-9 Industrial Engineering;
- L-18 Economics And Business Management Sciences;
- L-30 Physical Sciences and Technologies;
- L-31 Computer Science and Technology;
- L-33 Economic Sciences;
- L-35 Mathematical Sciences.

B. and at least 30 ECTS in the study plan of the undergraduate degree in the following scientific-disciplinary fields:

1. at least 16 ECTS in the quantitative statistical-mathematical group: SECS-S/01;

SECS-S/02; SECS-S/03; SECS-S/05; MAT/02; MAT/03; MAT/05; MAT/06; MAT/07; MAT/08; MAT/09; SECS-S/06.

2. at least 14 ECTS in the group: IUS/01; IUS/04; SECS-P/01; SECS-P/02; SECS-P/03; SECS-P/05; SECS-P/06; SECS-P/07; SECS-P/08; SECS-P/09; SECS-P/10; SECS-P/11; ING-INF/05; ING-IND/35.

Candidates who lack up to 15 ECTS among those required in points 1 and 2 will be assigned an integrative study plan to be completed by the enrolment deadline.

Admission interview

Without prejudice to the fulfilment of the admission requirements, candidates must undergo an interview to verify the adequacy of their personal preparation, aimed at ascertaining the possession of basic knowledge and skills, with particular reference to the subject areas that characterise this programme.

The interview is carried out by the degree programme coordinator, who assesses the candidates' preparation through a careful analysis of the curriculum and assigns any integrations. Candidates who are deemed successful following the interview can reserve their place, otherwise they cannot enrol for the programme

Contacts

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| First year | ECTS |
|--|------|
| Entrepreneurship and Business Planning | 12 |
| Financial Analysis and Corporate Finance | 6 |
| Innovation Policies and The Digital Economy: - <i>Sustainability Policies Module (6 ECTS)</i> - <i>Digital Economy Module (6 ECTS)</i> | 12 |
| Business Analysis and IT Solutions | 10 |
| Digital Marketing | 6 |
| Internet Law and Innovation Protection | 6 |
| Innovative Finance | 6 |
| Business Data Science | 6 |
| Computer Technology Laboratories | 4 |

| Second year (from ay 2022/23) | ECTS |
|-------------------------------------|------|
| Organising for Innovation | 6 |
| Company Law of Innovative Start-Ups | 6 |
| Sociology of Digital Media | 6 |
| Electives* | 10 |
| English for Business and Technology | 4 |
| Internship | 5 |
| Dissertation | 15 |

***Note:**

Without prejudice to the student's right to choose any course offered by the University, provided that it is compatible with the training programme, the Faculty suggests completing the study plan by choosing one of the courses listed here: Design thinking and creativity (5 ECTS), Data analytics and visualization (5 CFU), Sustainability and new business models (5 ECTS), Silicon Valley immersion programme (5 ECTS), Multi-channel retail marketing (5 ECTS), Food consumer psychology and market intelligence (5 ECTS).

Theology Courses

The 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.

Credits

The graduate programme lasts two years after the undergraduate programme.

A minimum of 120 university credits must be acquired to obtain the graduate programme 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. The final mark is expressed out of one hundred and ten.

Costs and benefits

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

Every year, about 3,000 students are exempted from paying university fees on the basis of merit and financial conditions, and 4,000 receive additional financial aid.

Disabled students with a certified disability equal to or higher than 66% and students with a recognised disability pursuant to Art. 3, paragraph

1 law no. 104 dated 5 February 1992 are entitled to total exemption from the enrolment fee and university contributions (a single payment of € 100.00 is due upon enrolment. This amount includes the reimbursement of expenses and stamp duty).

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

Our Campus

Università Cattolica in Piacenza is an original reality in the universe of Italian universities, an authentic university campus with avant-garde teaching tools, residential facilities, large spaces for study, sport and social life

and numerous student services including Tutoring, Library, University Language Service, UCSC International, Internships and Placements, College and Canteen.



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

- **Piacenza - Via Emilia Parmense, 84**

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

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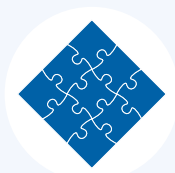
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