



**UNIVERSITÀ DEGLI STUDI
DELL'INSUBRIA**

**“REGOLAMENTO DIDATTICO” OF THE MASTER’S DEGREE PROGRAM IN
GLOBAL ENTREPRENEURSHIP ECONOMICS & MANAGEMENT (LM 77R)**

A.Y. 2025/2026



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Art. 1 - Overview and structure

The Degree Program (CdS), classified under LM77R (Ministerial Decree of March 16, 2007, revised pursuant to Ministerial Decrees 1648/23 and 1649/23), is activated in accordance with the academic regulations for A.Y. 2025/2026 (CUN opinion dated 02.01.2025, protocol no. 1038/2025 of 09.01.2025).

The Master's Degree Program in Global Entrepreneurship Economics and Management (GEEM) is an open-access program entirely taught in English, with a specific focus on entrepreneurship and innovation. It adopts an international perspective aligned with the ongoing transformations in the job market and the needs expressed by businesses. Increasingly, there is demand for professionals who can combine management and economic skills with entrepreneurial capabilities, a focus on innovation, and a familiarity with international markets.

The GEEM Program is structured into two curricula: International Business and Entrepreneurship (IBE); Economics of Innovation (EI). The first curriculum (IBE) focuses strongly on managerial aspects, with particular attention to topics related to entrepreneurship (launch and development of start-ups and innovative enterprises, business plan creation, seed funding, venture capital and private equity, technology transfer, spin-offs, etc.) and business internationalization (management of multinational companies, entry into foreign markets, development of global products, etc.). The aim is to enable students to find employment in both Italian and international companies, to start their own business, or to pursue a professional career in the consulting field. The second curriculum (EI) has the specific educational goal of providing students with the economic and quantitative knowledge needed to critically understand and analyze the rapid dynamics of industrial sectors and territorial development at both local and global levels. The aim is to develop the ability to identify effective policies and growth strategies through process innovation and internationalization tools. To achieve this objective, the EI curriculum offers an interdisciplinary study plan, ranging from advanced and applied political economy subjects (economics of innovation, international economics, transport, regional, environmental and behavioral economics, etc.) to managerial, mathematical-econometric, and legal disciplines.

In line with the educational objectives of the Program, numerous international mobility initiatives have been activated to date (Double Degree, Erasmus+ Programs, Student Exchange Programs). In particular, GEEM offers its students the opportunity to participate in double degree programs through cooperation agreements currently in place with Friedrich-Schiller-Universität Jena (Jena, Germany), Universität Hohenheim (Stuttgart, Germany), Université de Bordeaux (France), University of Applied Sciences – Hochschule Fulda (Fulda, Germany), and the most recent agreement with Kaunas University of Technology – School of Economics and Business (Lithuania). Additional international mobility agreements are in place with both European and non-European universities (including IIFT Indian Institute of Foreign Trade in Delhi, India). Starting from the 2024–25 academic year, an agreement with Hung Vuong University (DHV) in Ho Chi Minh City (Vietnam) has been launched for the implementation of a blended master's degree within the Economics of Innovation curriculum.

The educational offering of GEEM is *unique* in the Italian academic landscape for its ability to attract students and professionals from backgrounds that are not necessarily in economics, but who wish to undertake a program allowing them to develop cross-disciplinary skills in entrepreneurship, economics, and management. The competencies acquired through the Program enable GEEM graduates to enter with appropriate qualifications into economic organizations, both private and public, operating



internationally, or to start their own businesses (startups/spin-offs). Graduates may work within specific company functions (marketing, finance, sales, procurement, information systems, logistics, human resources management), or support company management in defining business strategies and business models, or in international organizations (such as the European Commission, OECD, etc.), research institutions, and consulting firms.

The academic department responsible for the program is the Department of Economics. The Program Coordinator and contact person for the IBE curriculum is Prof. Alberto Onetti
<https://uninsubria.unifind.cineca.it/get/person/000358>

The contact person for the EI curriculum is Prof. Raffaello Seri
<https://uninsubria.unifind.cineca.it/get/person/034218>

The Segreteria Didattica receives by appointment at Via Monte Generoso 71 – Varese – and responds to emails received via INFOSTUDENTI.

INFOSTUDENTI is a web-based application that provides a communication channel through which students or prospective students can obtain useful information by contacting the various University offices (Segreterie Studenti, Diritto allo Studio e Servizi agli Studenti, Orientamento e Placement, Segreterie Didattiche e Relazioni Internazionali). Through this system, it is possible to submit questions, receive answers, attach documents, and track the status of the request. The service is accessible at the following link:

<https://www.uninsubria.eu/services/all-services/infostudenti-information-service-students>

Art. 2 - Academic Calendar of the Study Program

Teaching activities take place in the classrooms located in Varese.

The schedule of lectures and exam sessions is published at the following page:

<https://www.uninsubria.eu/course-catalogue/course-list/degree-programs/global-entrepreneurship-economics-and-management>

The academic calendar is organized by semesters:

- 1st semester: from 29.09.2025 to 19.12.2025
- 2nd semester: from 16.02.2026 to 29.05.2026

The exam sessions for the Degree Program are scheduled as follows:

- from 08.01.2026 to 13.02.2026 (winter session)
- from 10.06.2026 to 24.07.2026 (summer session)
- from 01.09.2026 to 11.09.2026 (extra session)

Each course includes 5 scheduled exam dates.

To check the dates of academic breaks and university closures due to national and local holidays or other reasons (Christmas holidays, Easter holidays, university closures), students must refer to the **University Academic Calendar** approved by the Academic Bodies, available at the following link:

<https://www.uninsubria.eu/about-us/how-find-us/academic-calendar>

Art. 3 - Orientation Activities



Incoming Orientation

Incoming orientation activities are organized annually according to a plan approved by the University Governing Bodies, based on a proposal from the “Commissione Orientamento”, which includes representatives from various disciplinary areas and university officers. The “Orientamento e placement” Office manages communication with high schools and coordinates orientation activities, while individual Departments and the School of Medicine provide course-specific information. Through school visits, orientation fairs, and Open Days, students receive information about degree programs, admission procedures, and available services. Informational materials on academic pathways and career opportunities are provided. Students may request individual orientation meetings, conducted by the relevant office or, when needed, through the university's psychological counselling service. In addition, seminars, focus days, and internships—particularly in scientific laboratories—are organized to help students explore their interests and aptitudes. During the year, degree course lectures are open to high school students, allowing them to experience university life firsthand.

With regard to orientation initiatives, the Master's Degree Program in Global Entrepreneurship Economics and Management takes advantage of the activities organized by the “Commissione Orientamento” and by the “Sportello Orientamento e Stage” of the Department of Economics.

The “Commissione Orientamento”, working closely with the “Orientamento e Placement” Office, defines the Open Day program. With the support of the Coordinators of the two curricula offered within GEEM, it organizes the presentation of the Degree Program and provides testimonials from current students and alumni. On this occasion, faculty members of the program are available to provide prospective students with the information needed to make an informed choice about their academic path. For more information, please visit: <https://www.uninsubria.it/formazione/consigli-e-risorse-utili/orientamento>

Ongoing Orientation and Tutoring

The University is committed to transparently and responsibly supporting students with disabilities or specific learning disorders (SLD), by appointing a Rector's Delegate to coordinate and monitor integration and inclusion initiatives. An individualized educational plan is developed for each student, including accommodations and compensatory tools (such as extended time and equivalent assessments) to facilitate learning.

The “Carta dei Servizi” outlines the resources available to ensure inclusion, including:

- Information about the accessibility of university building;
- Pedagogical support services;
- Accessible learning materials and document conversion via SensusAccess®;
- Scholarships for inclusion and mobility;
- Inclusive tutoring and personalized academic support plans;
- Post-graduation orientation and job placement assistance.

The University also provides a psychological counselling service to help students overcome personal difficulties affecting their academic performance, and a tutoring service to support students in their academic journey—particularly those with disabilities or SLD, and international exchange students.

Faculty tutors of the Degree Program, in cooperation with the “Direzione” and the “Segreteria



Didattica”, provide continuous ongoing orientation and tutoring, both to individual students and to groups. The Department offers a range of ongoing orientation and tutoring services available to all students enrolled in its degree programs:

- Supplementary Teaching Service: aimed at supporting students during their studies by advising on study methods, participation opportunities, and resolving specific problems/difficulties/gaps;
- Tutoring Service for international students enrolled in the Program, coordinated by the Foreign Students Office: aimed at guiding and assisting international students (both EU and non-EU) during the initial months after enrollment, supporting them with administrative procedures and informing them of the various opportunities offered by the University. The tutor also helps identify the most effective methods for tackling the new academic environment;
- Informational Orientation Service, managed by the “Sportello Orientamento e Stage” of the Department of Economics, which organizes and communicates orientation initiatives and provides all relevant information for the activation of curricular internships and the use of the internship offer portal.

Art. 4 - Specific Learning Objectives, Expected Learning Outcomes and Career Opportunities

Learning Objectives

The Global Entrepreneurship Economics and Management (GEEM) degree program focuses on themes of entrepreneurship and innovation, adopting an international perspective in line with ongoing transformations in the job market and the demands of businesses. There is an increasing need today for professionals capable of combining management and economic skills with entrepreneurial capabilities, a focus on innovation, and familiarity with international markets. In a context marked by growing globalization and accelerating innovation, it becomes essential to train professionals able to develop adaptability to change. It is therefore critical to provide new graduates with specialized managerial and economic tools necessary both to understand ongoing phenomena and to address and resolve various business and economic-territorial development challenges in a rapidly evolving environment.

The degree program is specifically designed to prepare graduates capable of competing in the labor market thanks to their ability to adapt to various business situations (so-called "change management"). The current scenario is characterized by intense globalization, which has led to a contraction in the spatial and temporal dimensions of economic phenomena. Innovation and internationalization have therefore become essential and interdependent paths of development for businesses and all economic organizations, both private and public—paths that cannot be avoided. This requires rethinking how businesses operate as well as the business models of existing firms. There is growing demand for new models of entrepreneurship, both to launch new start-ups and to reconvert and revitalize traditional businesses. There is also an increasing need to develop critical and constructive analytical skills for interpreting economic dynamics using appropriate economic and quantitative tools.

In this context, the program is structured around the following distinctive elements:

- providing students with a solid foundation in business economics, law, and quantitative methods, with particular emphasis on: management; entrepreneurship; internationalization; innovation, new technologies and knowledge; economic development and growth; corporate and venture finance; networks, infrastructures and transport;
- implementing innovative teaching methods such as “Labs,” “Seminars,” “Hackathons,” and courses taught by Visiting Professors from European and non-European universities, which



allow students to experience different teaching approaches and increase the international dimension of their education;

- delivering all courses entirely in English, both to stimulate students to learn and improve language skills that are often lacking but essential for entering the labor market, and to train them to analyze and discuss issues in the language they will use daily within the organizations they will join;
- offering students numerous international mobility programs: Double Degree agreements, Erasmus+ Programs, and Student Exchange Programs (see Art. 1 for details).

In summary, the program as a whole provides the skills required by businesses and public institutions in the Insubria region, focusing on both the typical challenges faced by small and medium-sized, often family-run enterprises, and the opportunities for the development of new businesses arising from the university and industrial ecosystem of the region. The current competitive landscape is shaped by the local-global ("GLocal") dynamic, which combines the acceleration of internationalization processes with the increasing relevance of clustering phenomena and their impacts on the territory. Structured opportunities for contact between students and the industrial fabric of Varese, Como, and the broader Insubria region are therefore an important component of the training pathway, with local economic actors and institutions involved in its planning and delivery. The program also gives ample space to business and economic experts—including international ones—who are invited to speak in class and contribute to modules and seminars. Leading figures from Italian and international business, research, consultancy, and economic organizations are invited to meet with students. These meetings aim to bring the academic world closer to the job market, which today remains too disconnected. The testimonials allow students to become familiar with local companies and provide insight into the most innovative realities at the global level. Specifically, the "Labs" offer the opportunity to experience business practice directly in the classroom.

Expected Learning Outcomes

As outlined in Art. 1, the degree program is structured into two tracks:

- a) International Business and Entrepreneurship (IBE), which focuses on managerial aspects and pays particular attention to entrepreneurship (launch and development of start-ups and innovative companies, creation of business plans, seed funding, venture capital and private equity, technology transfer, spin-offs, etc.) and business internationalization (management of multinational companies, entry into foreign markets, global product development, etc.). The goal is to enable students to find employment in both Italian and foreign companies, to launch their own entrepreneurial ventures, or to pursue a career in consulting.
- b) Economics of Innovation (EI), which aims to provide students with the economic and quantitative knowledge needed to understand and critically analyze the fast-paced dynamics of industrial sectors and territorial development at both local and global levels. The goal is to develop the ability to identify effective growth policies and strategies through tools for process innovation and internationalization. To achieve this objective, the Economics of Innovation curriculum offers an interdisciplinary study plan, ranging from advanced and applied political economy (economics of innovation, international economics, transport economics, regional, environmental, and behavioral economics) to managerial, mathematical-econometric, and legal disciplines.



Details of Expected Learning Outcomes for Each Curriculum (as specified in the SUA CdS)

International Business & Entrepreneurship (IBE) Curriculum

The *business-related courses* offered within the IBE curriculum enable students to acquire the theoretical, methodological, and practical tools necessary to independently understand and analyze complex business dynamics, with particular reference to both the creation of new enterprises and business development, as well as to entrepreneurial strategies for innovation and internationalization. Knowledge and comprehension skills are developed through participation in lectures, practical sessions, and seminars that are part of the program's core, related, integrative, and elective learning activities. The degree program also incorporates innovative teaching methods, as demonstrated by courses delivered in the form of “Labs,” “Seminars,” or by Visiting Professors with a strong practical orientation. These courses focus on themes related to entrepreneurship, innovation, and internationalization, and represent:

- a valuable university-business bridge, allowing students to develop advanced understanding of complex corporate dynamics with a strongly practical approach;
- an opportunity for students to engage with foreign professors and experience different teaching methodologies (front lectures complemented by individual and group assignments).

Graduates from the GEEM/IBE curriculum thus develop the ability to apply acquired business knowledge with independent judgment—integrating different disciplines—to perform advanced analysis of corporate dynamics (in management, organizational, and accounting/financial areas) within international and innovative contexts. Moreover, the opportunity to interact during the program with entrepreneurs, corporate managers, and economic experts (both local and international) allows students to practice and apply advanced comprehension skills of specific business challenges with a practical and transversal approach. This contributes to facilitating their entry into the labor market with an entrepreneurial mindset.

Courses in the economic field equip students with advanced knowledge of economic tools and models necessary to understand current complex phenomena and address diverse economic challenges in a rapidly evolving environment. In particular, applied economics with a focus on innovation and internationalization is emphasized. As a result, GEEM/IBE graduates develop the ability to apply their economic knowledge with independent judgment, enabling them to conduct advanced analysis of economic issues in a fast-changing global context.

Law courses allow students to deepen their understanding of legal aspects related to business operations in international and innovative settings. Consequently, GEEM/IBE graduates develop the ability to apply legal knowledge to the analysis of corporate innovation and internationalization processes.

Courses in the statistical-mathematical field enable students to acquire an understanding of quantitative tools useful for supporting decision-making in business and economic contexts. GEEM/IBE graduates gain the ability to apply these mathematical and statistical tools to support decision-making in business and economic environments.

Additional activities within the curriculum allow graduates to develop advanced proficiency in English—necessary for addressing complex economic-business issues in a global setting—as well as the skills required to understand the latest methodologies and programming approaches. Therefore, GEEM/IBE graduates acquire advanced written and oral communication skills in English, with specific application to business and economics, and an understanding of next-generation programming



paradigms. The program also includes the possibility of completing an internship and/or professional training placement to enhance professional skills and deepen the application of acquired knowledge.

Economics of Innovation (EI) Curriculum

The *business-related courses* enable students, by the end of the program, to acquire the theoretical, methodological, and practical tools needed to develop advanced understanding of complex business dynamics, with particular reference to business creation and development, as well as entrepreneurial strategies focused on innovation and internationalization. As a result, GEEM/EI graduates develop the ability to apply their knowledge of business subjects to perform advanced analysis of complex business dynamics in international and innovative contexts, with independent judgment.

The *economics-related courses* provide students, by the end of the program, with advanced knowledge of the tools and models required to understand complex ongoing phenomena, as well as to address and resolve various economic issues in a rapidly and continuously evolving environment. In particular, the program focuses on applied economics with an emphasis on innovation and internationalization. Knowledge and comprehension are developed through participation in lectures, practical sessions, and seminars included in the program's core, related, integrative, and elective learning activities. These must be supplemented by individual study.

The program also incorporates innovative teaching approaches, as evidenced by courses delivered in “Seminar” and “Hackathon” formats and through the involvement of Visiting Professors. Seminar-based courses focus on topics related to innovation economics and typically include a set of introductory lectures aimed at laying the conceptual foundations. Students are then required to write a scientifically oriented article on a topic assigned by the instructor. This is followed by an in-class presentation and peer discussion. Starting from the academic year 2020/21, the course “Topics in Innovation Economics I” also includes a Hackathon component: after an introductory series of lectures, students collaborate on a programming project for the remainder of the course. GEEM/EI graduates acquire the ability to apply their knowledge of applied economics to develop, with independent judgment, advanced analytical skills to tackle a range of economic issues in a global, fast-changing environment, also through the use of innovative analytical tools.

Law courses enable GEEM/EI graduates to deepen their understanding of legal issues related to business operations in international and innovative contexts. Accordingly, they develop the ability to apply legal knowledge to the analysis of business innovation and internationalization processes.

The *mathematical-statistical courses* provide students with the ability to understand quantitative tools useful in supporting decision-making processes in business and economic contexts. GEEM/EI graduates thus gain the ability to apply mathematical and statistical tools to support decision-making in both business and economic environments.

Additional learning activities offered within the program allow graduates to develop advanced English language proficiency, which is essential for addressing complex economic and business challenges in a global context. GEEM/EI graduates develop advanced written and oral communication skills in English, with specific application in the fields of business and economics. The program also includes the possibility of undertaking an internship and/or training placement, aimed at enhancing professional skills and deepening the practical understanding of issues related to the knowledge acquired.

Career Opportunities

The educational path offered by the program enables graduates of this Master's Degree class to enter, with appropriate professional skills, economic organizations—both private and public—operating at the international level, as well as to start their own ventures (startups/spin-offs). GEEM graduates may find employment in specific corporate functions (marketing, finance, sales, procurement, information systems, logistics, human resource management) or support corporate management in defining business strategies and business models. They may also work in international organizations (such as the European Commission, OECD, etc.), research institutions, and consulting firms.

More specifically, the expected career and professional opportunities for GEEM graduates include:

- **Entrepreneurs and managers in companies and institutions within industrial and service sectors, public or private**, either in support of corporate management or within specific business functions (marketing, finance, sales, procurement, information systems, logistics, human resource management);
- **Professionals and consultants** in companies and institutions across industrial and service sectors, public or private, supporting business management or working in dedicated business functions (marketing, finance, sales, procurement, information systems, logistics, human resource management);
- **Employees and consultants in international organizations (such as the European Commission, OECD, etc.) and research institutions.**

Art. 5 - Admission to the Degree Program

Admission is granted without any academic deficiencies to students holding a degree from one of the following degree classes, provided they have achieved a final grade of at least 85 out of 110.

DEGREE CLASSES under Ministerial Decree 270/04 (updated according to Ministerial Decree 1648/23) – Corresponding classes under Ministerial Decree 509/99:

- L-5 Filosofia (29 Filosofia)
- L-6 Geografia (30 Scienze geografiche)
- L-7 Ingegneria civile e ambientale (8 Ingegneria civile ed ambientale)
- L-8 Ingegneria dell'informazione (9 Ingegneria dell'informazione)
- L-9 Ingegneria industriale (10 Ingegneria industriale)
- L-12 Mediazione linguistica (3 Scienze della mediazione linguistica)
- L-14 Scienze dei servizi giuridici (2 Scienze dei servizi giuridici)
- L-15 Scienze del turismo (39 Scienze del turismo)
- L-16 Scienze dell'amministrazione e dell'organizzazione (19 Scienze dell'amministrazione)
- L-18 Scienze dell'economia e della gestione aziendale (17 Scienze dell'economia e della gestione aziendale)
- L-20 Scienze della comunicazione (14 Scienze della comunicazione)
- L-21 Scienze della pianificazione territoriale, urbanistica, paesaggistica e ambientale (7 Urbanistica e scienze della pianificazione territoriale ed ambientale)



- L-26 Scienze e tecnologie agro-alimentari (20 Scienze e tecnologie agrarie, agroalimentari e forestali)
- L-33 Scienze economiche (28 Scienze economiche)
- L-35 Scienze matematiche (32 Scienze matematiche)
- L-36 Scienze politiche e delle relazioni internazionali (15 Scienze politiche e relazioni internazionali)
- L-37 Scienze sociali per la cooperazione, lo sviluppo e la pace (35 Scienze sociali per la cooperazione, lo sviluppo e la pace)
- L-40 Sociologia (36 Scienze sociologiche)
- L-41 Statistica (37 Scienze statistiche)
- LMG/01 Corso a ciclo unico in Giurisprudenza (31 Scienze giuridiche)

For the International Business and Entrepreneurship (IBE) curriculum, students holding degrees from other classes may be admitted to the Master's Degree Program provided they have obtained at least 6 ECTS credits in one of the following academic disciplines: ECON-06/A (formerly SECS-P/07) and/or ECON-07/A (formerly SECS-P/08), and have a final grade of at least 85/110. For the Economics of Innovation (EI) curriculum, students from other degree classes may be admitted provided they have obtained at least 6 ECTS credits in ECON-05/A (formerly SECS-P/05), with a final grade of at least 85/110.

Students holding a qualification equivalent in duration to a three-year, four-year, or Master's Degree (laurea triennale, quadriennale, or magistrale) may also be admitted, provided they meet the documentation requirements set by the Student Registry Offices. In the case of non-EU students, admission is subject to the quota reserved for international applicants. The evaluation of curricular requirements takes place prior to enrolment.

Assessment of academic preparation and personal aptitude will be carried out as follows:

- a) For applicants holding a degree from one of the classes listed above, assessment will be based on a review of academic records and an interview in English conducted by the Program Coordinators;
- b) For applicants holding an Italian degree (laurea triennale under D.M. 509/99 or D.M. 270/04, or a four-year degree under the pre-reform system) **not included in the above list**, admission requires a minimum grade of 85/110 and an interview in English with the Program Coordinator. The interview will assess the student's preparation and background and determine whether they need to integrate their knowledge in the relevant academic disciplines before enrolment. A formal evaluation report will be issued. If additional integration is required, a second interview and an additional evaluation report will be necessary for admission;
- c) For applicants holding a **foreign degree**, assessment will be based on the review of academic records (university transcript, curriculum vitae, and motivation letter) conducted by the Department's Internationalization Committee, with support from the Foreign Students Office and the Program Coordinators.

Applications from non-EU students must be addressed to the Committee and submitted via email to: foreign.students.eco@uninsubria.it, in accordance with the deadlines and procedures outlined in the guide for international students, available on the Department website. For visa applications, students must adhere to the deadlines set by the Italian embassies abroad. **Applications from EU students** may be submitted to the Committee via the same email address foreign.students.eco@uninsubria.it before the



official enrolment period opens. However, the standard pre-admission process must still be completed through the “Segreteria Studenti”. Once enrolment is open, all admission requests must be addressed exclusively to the “Segreteria Studenti”.

To begin the assessment of curricular requirements and personal preparation, applicants must submit a formal pre-admission request.

Pre-admission application period: from July 10, 2025 to October 31, 2025.

More information is available at the following link: <https://www.uninsubria.eu/services/uninsubria-living/enrollment-procedures>

Art. 6 - Transfers and Program Changes

In the case of a transfer from another Master's Degree Program within the same degree class (LM-77) at a different university, or a change of program within the University of Insubria, the Department—considering the specific learning objectives of the degree program and in compliance with the academic requirements set out in the current Program Regulations—guarantees recognition of the highest possible number of ECTS credits (CFU) previously earned by the student.

Some exams may be partially recognized; in such cases, students will be required to integrate the missing parts of the syllabus, in agreement with the course instructor. These supplementary exams may only be taken during the official exam sessions, upon registration by the student, and not during partial assessment sessions.

In the case of a transfer from a Master's Degree Program belonging to a different degree class, either from within the University of Insubria or from another institution, including foreign universities, the Department will verify admission requirements and initial academic preparation, as specified above.

For the purpose of recognizing credits, interviews or assessment tests may be required to evaluate the actual level of knowledge acquired. In cases of transfer between degree programs within the same LM-77 class and characterized by substantial curricular similarity, the number of directly recognized CFU in the same academic discipline (SSD) must not be less than 50% of those already earned by the student.

The evaluation for credit recognition is carried out by the Program Coordinator. The Department considers CFU earned more than 10 years prior to the validation request to be outdated; therefore, in such cases, it does not issue recognition resolutions nor does it provide verification systems and/or supplementary exams.

Art. 7 - Simultaneous Enrolment in Two Degree Programs

Starting from the academic year 2022/2023, simultaneous enrolment in two degree programs is permitted in accordance with Law No. 33 of April 12, 2022 (Provisions on simultaneous enrolment in two higher education programs) and the subsequent ministerial decrees (DM 930/2022 and DM 933/2022). Requests for dual enrolment will be evaluated by the Department's Student Records Committee, subject to verification of admission requirements.

Art. 8 - The Learning Path

As outlined in Art. 1 and described in Art. 4, the Master's Degree Program in Global Entrepreneurship, Economics and Management is structured into two curricula:

- International Business and Entrepreneurship (IBE) , which provides students with management



skills, with particular focus on entrepreneurship (start-up development, business planning, fundraising, technology transfer) and business internationalization (management of multinationals, entry into foreign markets, global product development);

- Economics of Innovation (EI), which aims to provide students with the economic and quantitative skills needed to critically analyze the dynamics of industrial sectors and territorial development, both at the local and global level.

The Master's Degree in Global Entrepreneurship, Economics and Management is delivered entirely in English and follows a conventional teaching format: classes are held entirely in person and attendance is not mandatory. However, regular attendance is strongly recommended, as it enables continuous interaction with instructors, which is crucial for the full acquisition of content, study methods, and professional skills. The program also integrates innovative teaching methods, including:

- “**Lab**” *sessions and group work*, with a strong practical orientation, focused on entrepreneurship, innovation, and internationalization. These represent important opportunities for university–industry collaboration, enabling students to develop advanced skills for understanding complex business dynamics in a hands-on context;
- “**Seminars**”, a course/exam format commonly used in other European universities, in which—after a few lectures introducing the fundamentals of the subject—students are required to write a scientific-style paper on a topic assigned by the instructor. The assignment is followed by an in-class presentation and peer discussion;
- “**Hackathons**”, where, after a series of introductory lectures, students work collaboratively on a programming project for the remainder of the course.

Many courses offered within the GEEM program include modules taught by Visiting Professors from European and non-European universities. This allows students to experience different teaching approaches and further enhances the international dimension of their academic training.

As previously mentioned, the program offers numerous international mobility opportunities (Double Degree, Erasmus+ Programs, and Student Exchange Programs), which represent a unique opportunity to enrich students' academic and professional profiles. For details, please refer to Art. 10.

Students with certified motor disabilities (temporary or permanent) may attend classes remotely in synchronous mode. In the case of certified permanent motor disability, students may contact the University Disability Support Service to draft an individualized learning plan. More information is available at the following link: <https://www.uninsubria.it/servizi/tutti-i-servizi/servizi-studenti-con-disabilita-co-dsa>.

Technical Notes on Teaching Activities

The “**Credito formativo universitario – CFU**” corresponds to the student's overall learning workload, including individual study, required to acquire the knowledge and skills defined in the academic regulations of the degree programs, as per Article 5 of Ministerial Decree 270/04. Each learning activity (course, laboratory, internship, thesis, etc.) is assigned a specific number of whole credits (CFU). One CFU is equivalent to one ECTS credit, and corresponds to 25 hours of total student workload, including classroom instruction, independent study, and personal revision.



Credits are earned upon passing the final exam or other approved assessment as established in the academic regulations of the program.

Learning activities include:

- **lectures:** the core teaching activity in which students attend classes delivered by instructors and process the content independently (1 CFU = 6.66 hours of lectures);
- **exercises:** activities to clarify lecture content through applied practice. No new content is introduced. Exercises are generally integrated with lectures. In passive exercises, the instructor leads the activity; in active ones, students work directly under supervision;
- **laboratories:** supervised sessions involving hands-on interaction with tools, equipment, or software applications;
- **internship/stage – IBE curriculum:** for the IBE curriculum, the internship lasts 400 hours and grants 6 CFU (6 ECTS credits) within the official study plan. An additional 3 CFU (3 ECTS credits) may also be recognized as extra credits. The 400-hour workload is considered necessary to ensure that, on the one hand, the student can consolidate their experience in a professional environment, and on the other, that host companies and/or professionals have the opportunity to assess and appreciate the student both in terms of technical competencies and *soft skills*;
- **internship/stage – EI curriculum:** for the EI curriculum, the internship lasts 300 hours and grants 3 CFU (3 ECTS credits) within the official study plan. An additional 3 CFU (3 ECTS credits) may also be recognized as extra credits. The 300-hour workload is considered necessary to allow the student to gain solid work experience, while giving host companies and/or professionals the chance to evaluate and value the student's specific competencies and *soft skills*.

For information on internships (Stage), please refer to Art. 10 and the Regulations for Curricular Internships:

https://www.uninsubria.it/sites/default/files/202404/Regolamento_Tiorcini_Curriculari_19.03.2024.pdf

Assessment Methods for Learning Activities

Assessment of learning may take place through written and/or oral examinations, as specified in the *syllabus* of each individual course. The course syllabus also outlines the grading criteria.

Exams are scheduled according to the academic calendar approved by the Department Council, available at the following link: <https://www.uninsubria.it/ateneo/sedi-e-orari/calendario-accademico/calendario-didattico-dieco>

Exam registration must be completed exclusively online, from 25 days to 5 days before the scheduled exam date.

Exam dates and times can be viewed at the following link:

[Exams: rules and enrolment | Università degli studi dell'Insubria](#)

Art. 9 - Rules for Submitting Study Plans and Individual Study Plans

For the International Business and Entrepreneurship *curriculum*, the study plan includes 6 ECTS credits of elective courses in the first year, and 6 ECTS credits of elective courses plus 6 ECTS credits for internship or an alternative activity in the second year.



For the Economics of Innovation *curriculum*, the first year includes 6 ECTS credits of elective courses and 3 ECTS credits for internship or an alternative activity, while the second year includes 12 ECTS credits of elective courses.

The Program Coordinators provide orientation meetings to help students define their study plan. Students are reminded that, in the case of elective courses not listed among those associated with their *curriculum*, they must consult the relevant Curriculum Coordinator.

Study plans that are consistent with the educational offer registered in the national ministerial database are automatically approved, in accordance with the procedures defined by the “Segreteria Studenti”.

Students may also submit an **individual study plan**, provided it aligns with the educational objectives and content of the Master's Degree Program in Global Entrepreneurship Economics and Management. The individual study plan must be submitted to the relevant academic body, together with a detailed justification. The academic body will verify the consistency of the proposed plan with the training objectives and may request adjustments where necessary.

The individual study plan must still comply with the minimum number of ECTS credits required for each subject area as defined in the Program Regulations and must be approved by the Program Coordinator or, in the case of programs with multiple *curricula*, by the respective Curriculum Coordinator.

The study plan must be submitted in the first year of the program according to the deadlines established annually by the “Segreteria Studenti”, published at the following link:

<https://www.uninsubria.it/formazione/consigli-e-risorse-utili/piano-di-studio>.

Students must complete the study plan online by accessing their personal ESSE3 account and indicating:

- the elective courses included in the “suggested choices” (as listed in the study plan below);
- the “freely chosen” courses (TAF D), for which a total of 12 ECTS credits is allocated.

The individual study plan may be submitted or modified each academic year (within the deadlines set annually by the “Segreteria Studenti”), provided the student has renewed their enrolment.

Elective Courses (TAF D)

Under the “Elective Courses” category, students may select courses starting from the first year, choosing from among the courses offered within the Program (if not already selected), or from courses offered by other programs within the Department or the University—provided they are consistent with the student's academic path and approved by the Program Coordinator).

Additional Language Skills, IT and Interpersonal Skills, Internships, and Other Activities (TAF F)

Under the category “Additional language skills, IT and interpersonal skills, internships, and other activities,” students may choose among:

- courses offered in the Program (if not already selected), or in other programs within the Department or the University;
- internships;
- activities organized by the Department and published annually that provide ECTS credit recognition.

Students may modify their study plan in subsequent years, provided they are regularly enrolled.

Recognition of Language and IT Certifications



Students already holding a certification equivalent to the required Advanced Business English exam (3 ECTS credits) may apply for recognition by submitting a request to the “Segreteria Studenti”.

Certifications are eligible for recognition if obtained within five years prior to the date of the recognition request.

Currently recognized certifications include:

- BEC HIGHER (Business English Certificate)
- ICFE (International Certificate in Financial English)
- CEIBT (Certificate in English for International Business and Trade)

The following certifications:

- CAE (Certificate in Advanced English)
- CPE (Certificate of Proficiency in English)

can currently be recognized only as elective courses or as substitutes for the internship, for a maximum of 3 ECTS credits.

An updated list of recognized certifications and their grade conversion (on a 30-point scale) is being finalized and will be available online on the program's webpage:

<https://www.uninsubria.eu/course-catalogue/course-list/degree-programs/global-entrepreneurship-economics-and-management>

Additional (Extra) Courses

If a student includes additional courses or learning activities in their study plan beyond those required for the degree, these will be considered **extra**. The ECTS credits earned from these activities—beyond the 120 ECTS credits required to complete the program—will be recorded in the student's academic record and may be recognized in accordance with current regulations. However, grades from these extra activities will not be included in the calculation of the student's final GPA (Article 20, paragraph 5 of the “Regolamento Didattico di Ateneo”).

Art. 10 - Opportunities Offered During the Educational Path

As previously mentioned, internationalization is a key component of the educational path. The program offers numerous international mobility opportunities, including Double-Degree programs, Erasmus+ programs, and Student Exchange programs.

Students from the Department of Economics participating in the Erasmus+ Study Program may choose among 45 universities across 13 European countries with which bilateral exchange agreements are in place.

The Department includes a Delegate for International Relations (also Erasmus Delegate), two additional Erasmus Delegates, and an Internationalization Committee. The Delegate, supported by the Erasmus+ Delegates, is responsible for informing and advising students interested in participating in the Erasmus+ Study Program. They assist students in completing their *learning agreement*, approve the agreement before departure, provide email support during the stay at the partner university, and validate exams taken abroad. They also advise and support incoming Erasmus students, signing their *learning agreements* and any amendments.



The Delegate for International Relations is also the main contact for students enrolled in the Master's Degree Program for Double Degree exchanges and for international degree-seeking students. The Erasmus Delegates help students prepare their learning agreement (for both Erasmus+ Study and Traineeship), approve it before departure, provide support during the exchange period at the host university, validate exams taken abroad, and validate training periods completed during international mobility. They also support and advise incoming Erasmus students, signing their learning agreements and any modifications.

The Department has established a Double Degree Committee that coordinates with the corresponding committees at partner universities and supervises the implementation and management of the program, in collaboration with both the Department offices (the “Manager Didattico” and Foreign Students' Office) and the University Offices (the “Segreteria Studenti”, International Relations/Erasmus Office). The Double Degree Committee is responsible for:

- electing candidates enrolled in the program who wish to participate in the Double Degree initiative;
- coordinating with the equivalent committees at partner universities as established by the related agreements, particularly in managing the Double Degree program and the corresponding study plan;
- approving the *learning agreements* of participating students and recognizing the coursework completed as part of the Double Degree program;
- approving the admission of students from partner universities and verifying the completeness and correctness of their documentation (*learning agreement*).

Currently, five Double Degree programs are active within the study program, with the Friedrich-Schiller-Universität Jena (Jena, Germany), Universität Hohenheim (Stuttgart, Germany), Université de Bordeaux (Bordeaux, France), University of Applied Sciences – Hochschule Fulda (Fulda, Germany), and the recently established agreement with Kaunas University of Technology – School of Economics and Business (Kaunas, Lithuania). There is also an active extra-EU international mobility program with the Indian Institute of Foreign Trade (IIFT, Deemed University) of New Delhi (India). From academic year 2024–25, an agreement is in place with Hung Vuong University (DHV) in Ho Chi Minh City (Vietnam), which provides for the implementation of a “blended master degree” within the Economics of Innovation curriculum.

The Master's programs with which GEEM has Double Degree agreements require the completion of a specific number of credits in seminar format. This is a course/exam format common in Germany, in which, after a few lectures intended to explain the fundamentals of the subject, students are required to write a scientific-style paper on a topic proposed by the instructor. This is followed by a presentation in class with discussion among students. To familiarize students with this exam format commonly used in Europe, students intending to participate in the Double Degree program are required to acquire 6 CFU in seminar format in Italy. Among the prerequisites for participation in the Double Degree program is the inclusion in the first-year study plan of 6 CFU in seminar format and their completion by the summer session of the first year. Each of the two curricula offers seminar-based courses.

Admission procedure to the Double Degree Program – outgoing students:

- At the end of the first semester, a call for applications will be published for students wishing to



- take part in the Double Degree Program, which may also include the awarding of scholarships;
- The Double Degree Committee will select the students applying for the program;
 - The Double Degree Committee will support the students in preparing a learning agreement prior to departure, based on the study plan equivalence tables of the participating universities;
 - At the end of the study period at the partner university, the Committee will validate the exams taken abroad based on the learning agreement and the transcript of records.

Incoming students:

- Students from foreign universities with which a Double Degree agreement is in place must finalize their registration at our University via the portal used for Incoming Erasmus and Visiting Students [Exchange Programs | Università degli studi dell'Insubria](#). The application must include a transcript of records and a learning agreement signed by the Double Degree Committee of the home university. Upon arrival at the University, the “Segreteria Studenti” will finalize their enrolment;
- Two students per year are selected for the extra-EU mobility program with India. At the end of the first semester, a call for applications is published for students wishing to participate in the Student Exchange Program. They will be selected by a dedicated committee appointed by the Department Director. No scholarships are provided.

Foreign Students' Office

The Department has established the Foreign Students' Office (foreign.students.eco@uninsubria.it) which provides information, orientation and support for foreign students (Erasmus, Double Degree and Student Exchange participants, as well as degree-seeking international students enrolled in GEEM), and manages the related administrative procedures.

Link description: International mobility programs for students

Link: <https://www.uninsubria.eu/international-relations/international-agreements>

The tutoring service (<https://www.uninsubria.it/servizi/tutti-i-servizi/tutorato>) includes a range of activities aimed at guiding, assisting, advising, and informing students. In addition to the university-wide (informational) service, the degree program annually appoints academic tutors who provide active support to students both in addressing any required educational gaps and in their studies. A tutor is assigned to assist international students, and there is a university tutoring service supporting students with disabilities and/or specific learning disorders (SLD).

As part of the right to education, students may apply for student collaborations and tutoring services. For more information, consult the following links: <https://www.uninsubria.it/servizi/tutti-i-servizi/collaborazioni-studentesche-200-ore>; <https://www.uninsubria.it/servizi/tutti-i-servizi/tutorato>

The curricular internship is an experience that complements the student's training at public or private organizations, allowing them to become familiar with various work environments and acquire specific skills. During the internship, students can obtain university credits (ECTS) according to their study plan. Management of the internship is handled by the Internship Help Desks via the AlmaLaurea Platform, in collaboration with the Orientation and Placement Office, which manages institution accreditation and final evaluations. The office also coordinates specific internship programs, manages agreements and



candidate selection, while the academic bodies are responsible for training project design and tutoring. For internships abroad, the International Relations Office handles the Erasmus+ Traineeship Program.

The Department of Economics has established the Orientation and Internship Help Desk, in addition to the Stage and Placement Committee, which works closely with the Help Desk. In particular, the Orientation and Internship Help Desk provides the necessary support to students and companies/external institutions to ensure that internship experiences are carried out effectively. Through active participation in the world of work and professions, the internship allows students to validate and enrich the knowledge acquired during their university studies, obtain the corresponding university credits (ECTS), and orient their future career choices.

Through the AlmaLaurea Placement Platform, students can choose a host organization from among those that have published internship offers or may independently identify one.

Specifically, regarding support for external training periods, the Help Desk carries out the following activities:

- selection and activation of curricular internships for Bachelor's and Master's students;
- support for students in searching for internships, using the Placement Platform, and activating internships;
- publication of internship offers proposed by companies/institutions;
- support for companies/external institutions in managing internships.

Regarding career guidance, the Orientation and Placement Office manages career services at the University level. For more information, consult the following link:
<https://www.uninsubria.it/servizi/tutti-i-servizi/servizi-web-orientamento-e-placement>

Art. 11 - Graduation

The final exam consists of the presentation and discussion of a thesis written independently by the student under the supervision of a faculty advisor and evaluated by an Examination Committee composed of at least five professors and chaired by a tenured full professor of the Department. A second examiner is assigned for each student.

The final exam is worth 18 ECTS.

The thesis must be written and defended in English. The student may request thesis supervision from any professor or researcher of the program, agreeing on the topic.

Upon the proposal of the advisor and in consultation with the second examiner, the Committee determines the final grade.

The final grade is expressed out of 110 and is calculated as the sum of the following elements:

- weighted average of grades, based on the number of credits attributed to each exam and scaled to 110;
- 0.33 points added for each cum laude obtained (to be added to the grade out of 110);
- points for academic progress: 2 additional points are awarded in the final grade (expressed out of 110) to students graduating on time, without any interruptions or extensions in their academic career, and who enrolled in the first year of the program, even if transferring from another



university or changing degree program, provided no reduction of course duration was granted. This bonus has been in effect for students enrolled since academic year 2015/16;

- evaluation of the thesis and its defense. The thesis is graded according to the following criteria:
 - negative – in the presence of multiple deficiencies, when the thesis is, in the Committee's opinion, irredeemable;
 - from 0 to 2 points – the thesis is a mere summary of texts and shows limitations or gaps;
 - from 3 to 4 points – the thesis is barely sufficient; it shows limited knowledge of the subject and stays strictly on topic;
 - 5 points – the thesis content is presented clearly and coherently. The essential bibliography has been consulted and understood; models and empirical analyses are correctly presented; the structure is consistent;
 - from 6 to 7 points – the candidate has explored related topics. The thesis demonstrates the student's ability to make comparisons and thematic connections, as well as to address critical/problematic aspects;
 - from 8 to 10 points – the thesis shows independent thinking, strong critical skills, in-depth analysis of specific aspects, comprehensive bibliographic knowledge and investigation of the topic. During the defense, the candidate demonstrates interest and competence.

Requests for a score higher than 7 points (and/or with honors) must be submitted by the advisor to the Department Director and the second examiner at least 15 days before the thesis defense, accompanied by a report highlighting the most significant elements of the thesis. If the candidate's initial score is below 102/110, a second examiner must also be present.

When the thesis has particularly significant content or original features, the Committee may unanimously award honors, upon proposal from the advisor and second examiner(s); using the same procedure, the Committee may also award a commendation or declare the thesis worthy of publication. Honors cannot be awarded if the average grade is below 98 out of 110.

Students participating in the Double Degree program may prepare their thesis at the partner universities, according to the procedures set out in the specific agreements governing the Double Degree program. However, they are still required to defend their thesis in one of the scheduled graduation sessions of the Department, before a Department Committee, following the procedures outlined on the website. Double Degree foreign students must comply with the same procedures and administrative requirements as Italian students.

SPECIFIC EDUCATIONAL OBJECTIVES

The final exam is intended to verify the graduate's advanced knowledge and mastery of scientific and methodological tools, as well as strong critical thinking skills, which are essential to address, analyze, and define economic and business issues with a professional approach. Through the final exam, the graduate demonstrates the ability to use the theoretical tools acquired during the degree program in a flexible manner, adapting them to the chosen topic.

Upon graduation, the Diploma Supplement is issued. The Diploma Supplement (DS) is a document accompanying the degree certificate that provides a description of the nature, level, context, content, and status of the studies completed by the student.

More information is available at the following link: <https://www.uninsubria.it/servizi/tutti-i-servizi/domanda-di-laurea>



Art. 12 - Quality Assurance of the Degree Program

The governing bodies for the Degree Program include the “Consiglio di Dipartimento”, the “Giunta di Dipartimento”, the “Commissione Paritetica Docenti-Studenti” and the “Commissione AiQua”. The “Consiglio” meets, as a rule, on a monthly basis to handle routine management activities and to review and deliberate, when necessary, on the preparatory work carried out by the committees delegated by the Degree Program (e.g., educational planning, student records, internships and placements, orientation, agreements and collaborations with other Italian and foreign universities, labs, seminars, exam calendars, graduation sessions, class schedules, etc.). The “Commissione Paritetica Docenti Studenti (CPDS)” monitors and evaluates the educational activities of each degree program (e.g., analysis of course evaluation surveys and “Good Practice”, analysis of performance indicators dashboard, etc.). Each year, the CPDS drafts a report summarizing key findings and providing recommendations for improvement. On a regular basis, the CPDS also consults with the coordinators of each program to review teaching evaluations and discuss any emerging issues.

The Coordinator of the Degree Program chairs the “Commissione AiQua” and is responsible for preparing the documentation required for quality assurance purposes. The “Commissione” is in charge of drafting the annual SUA-CdS and reporting regularly to the “Consiglio di Dipartimento” on matters related to program design and functioning, student evaluation survey results, and any other relevant issues affecting the success of the Degree Program's activities.

The “Commissione AiQua” analyzes the dashboard indicators and annually prepares the “Scheda di Monitoraggio Annuale (SMA)” of the Degree Program, assessing progress based on parameters related to teaching, degree completion timelines, internationalization, student satisfaction and graduate employability, etc. The results of the SMA, reported to the Department Council, are useful for defining potential corrective actions.

Student representation is guaranteed within the “Consiglio di Dipartimento”, the “CPDS” and the “Commissione AiQua”. Students play a crucial role in promptly reporting observations, concerns, and suggestions for improvement regarding the academic path and support services, as well as in verifying transparency, accessibility, and information sharing.

The activities of the governing bodies are documented in meeting minutes and comply with the deadlines set by the University governing bodies, the “Regolamento didattico” and the “MUR”.

More information on the “Sistema di Assicurazione della Qualità” and on the “Commissione AiQua” of the Degree Program is available at the following links:

<https://www.uninsubria.it/ateneo/la-nostra-qualita/sistema-di-assicurazione-della-qualita>

<https://www.uninsubria.it/ateneo/ci-presentiamo/organi-di-ateneo/commissioni/la-commissione-AiQua-cds-magistrale-economia>.

Student evaluation of teaching is conducted through an online questionnaire, differentiated by “attending” and “non-attending” students. The questionnaire is administered to all students during a set time window between two-thirds of the semester and the end of classes, through the student career management system (ESSE3), which students use to register for exams. Anonymity is guaranteed.

The results of the evaluations are analyzed by the Joint Student–Faculty Committee, the AiQua Committee, and discussed in the Department Council. The AiQua Committee, with the support of student representatives, shares the results of the evaluations with students, usually during Opinion Week, in order to explain any issues identified and outline improvement actions already taken or planned.



Link to the teaching evaluation webpage: <https://www.uninsubria.it/ateneo/la-nostra-qualita/opinioni-degli-studenti>

Internships completed by students are also subject to evaluation. Upon completion, students are required to fill out an internship evaluation form, the data from which is used by the University for monitoring and improving the service. In addition, the student must submit a report on the regular completion of the internship to the Department's Internship Office in order to receive credit recognition.

For the opinions of graduating and graduated students, the Degree Program refers to surveys conducted by the Inter-University Consortium AlmaLaurea, which are also available on the Degree Program's webpage: Student and graduate opinion: [Homepage eng | AlmaLaurea](#)

Art. 13 - Final and Transitional Provisions

Amendments and additions: any amendments or additions to this regulation shall be approved by the “Consiglio di Dipartimento”, in accordance with the University's statutes and regulations.

Reference provisions: for all matters not expressly provided for in this regulation, reference shall be made to the general rules of the University and the legislative provisions on higher education.



**UNIVERSITÀ DEGLI STUDI
DELL'INSUBRIA**

**“REGOLAMENTO DIDATTICO” OF THE
MASTER'S DEGREE PROGRAM IN
GLOBAL ENTREPRENEURSHIP
ECONOMICS & MANAGEMENT**

**REGOLAMENTO DIDATTICO DEL CORSO DI LAUREA MAGISTRALE IN
GLOBAL ENTREPRENEURSHIP ECONOMICS & MANAGEMENT (LM 77R)**

a.a. 2025/2026



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Art. 1 - Caratteristiche generali e organizzazione

Il Corso di studio (CdS), classe LM77R (DM del 16 marzo 2007, riformato ai sensi del DM 1648/23 e DM 1649/23) è attivato secondo l'ordinamento didattico dell'a.a. 2025/2026 (parere CUN del 02.01.2025 ns prot n 1038/2025 del 09.01.2025).

Il Corso di studio in Global Entrepreneurship Economics and Management (GEEM) è un corso di laurea magistrale ad accesso libero erogato interamente in lingua inglese con un focus specifico sulle tematiche dell'imprenditorialità e dell'innovazione, assumendo una prospettiva internazionale in linea con i cambiamenti in atto nel mondo del lavoro e le richieste provenienti dalle aziende. Sempre di più oggi sono richieste figure che sappiano coniugare competenze di management ed economia, con capacità imprenditoriali, attenzione all'innovazione e dimestichezza con i mercati internazionali.

Il Corso di studio GEEM si articola in due *curricula*: International Business and Entrepreneurship (IBE); Economics of Innovation (EI). Il primo curriculum (IBE) ha una forte focalizzazione sugli aspetti del management con un'attenzione specifica ai temi dell'imprenditorialità (lancio e sviluppo di startup e imprese innovative, costruzione di un business plan, raccolta di finanziamenti seed, venture capital e private equity, trasferimento tecnologico e spin-off, ecc.) e dell'internazionalizzazione di impresa (gestione di imprese multinazionali, ingresso su mercati esteri, sviluppo di prodotti globali, ecc.). Ciò al fine di mettere gli studenti nelle condizioni di trovare impiego in imprese italiane ed estere così come di avviare una propria attività imprenditoriale o sviluppare un percorso professionale nel campo della consulenza. Il secondo curriculum (EI) si pone come obiettivo formativo specifico quello di far acquisire agli studenti le conoscenze economico-quantitative necessarie per comprendere e analizzare in modo critico le rapide dinamiche dei settori industriali e di sviluppo territoriale a livello sia locale sia globale. Ciò al fine di sviluppare la capacità di individuare efficaci politiche e strategie di crescita, tramite strumenti di innovazione dei processi e di internazionalizzazione. Al fine di ottenere tale obiettivo, il curriculum in EI presenta un piano di studio interdisciplinare, spaziando dalle discipline di economia politica avanzata e applicata (economia dell'innovazione, internazionale, dei trasporti, regionale, ambientale e comportamentale, ecc.), alle discipline manageriali, matematico-econometriche e giuridiche.

In linea con gli obiettivi formativi del CdS, numerosi sono i programmi di mobilità internazionale attivati finora (Double-Degree, Programmi Erasmus+, Programmi di Student Exchange). In particolare, il GEEM offre ai propri studenti l'opportunità di partecipare a programmi di 'doppio titolo' grazie agli accordi di cooperazione in essere con la Friedrich-Schiller-Universität Jena (Jena, Germania), la Universität Hohenheim (Stoccarda, Germania), l'Université de Bordeaux (Francia), la University of Applied Sciences – Hochschule Fulda (Fulda, Germania), e il più recente accordo con la Kaunas University of Technology – School of Economics and Business (Lituania). Altri accordi di mobilità internazionale sono in essere con università europee ed extra-europee (tra cui IIFT Indian Institute of Foreign Trade di Delhi, India). Dal 2024-25 è attivo un accordo con la Università Hung Vuong (DHV) di Ho Chi Minh City (Vietnam) che prevede l'attivazione di un 'blended master degree' sul curriculum di Economics of Innovation.

Il percorso formativo offerto dal GEEM rappresenta un *unicum* nel panorama italiano con particolare capacità di attrazione di studenti e professionisti con background non necessariamente economico, ma che hanno intenzione di affrontare un percorso che permetta loro di sviluppare competenze trasversali



in ambito imprenditoriale, economico e manageriale. Le competenze sviluppate nell'ambito del Corso di studio permettono infatti ai laureati GEEM di inserirsi con adeguate professionalità in organizzazioni economiche, private e pubbliche, operanti a livello internazionale così come avviare proprie attività (startup/spin-off). Possono collocarsi sia all'interno di funzioni aziendali specifiche (marketing, finanza, sales, procurement, sistemi informativi, logistica, gestione delle risorse umane) sia a supporto del management aziendale nella determinazione delle strategie aziendali e nella definizione dei business model o ancora in organismi internazionali (quali Commissione Europea, OECD, ecc.), enti di ricerca, società di consulenza.

La struttura didattica responsabile del corso di studio è il Dipartimento di Economia.

Il Coordinatore del corso e referente del cv IBE è il prof. Alberto Onetti

<https://uninsubria.unifind.cineca.it/get/person/000358>

Il referente del cv EI è il prof. Raffaello Seri;

<https://uninsubria.unifind.cineca.it/get/person/034218>

La Segreteria Didattica di riferimento riceve su appuntamento in via Monte Generoso 71 – Varese - e risponde alle mail ricevute tramite INFOSTUDENTI.

Il servizio INFOSTUDENTI è un'applicazione web che offre un canale di comunicazione attraverso il quale gli studenti o potenziali studenti possono ottenere informazioni utili contattando i vari uffici dell'Ateneo (Segreterie Studenti, Diritto allo Studio e Servizi agli Studenti, Orientamento e Placement, Segreterie Didattiche e Relazioni Internazionali). Con questo sistema sarà possibile inviare quesiti e ricevere le relative risposte allegando anche documenti e seguendo lo stato della propria richiesta.

Al seguente link è possibile accedere al servizio:

<https://www.uninsubria.it/servizi/tutti-i-servizi/infostudenti-servizio-informazioni-gli-studenti>

Art. 2 - Calendario didattico del corso di studio

Le attività didattiche si svolgono presso le aule didattiche di Varese.

Il calendario delle lezioni e degli appelli di esame è pubblicato alla pagina:

<https://www.uninsubria.it/formazione/offerta-formativa/corsi-di-laurea/global-entrepreneurship-economics-and-management-geem>

Il calendario didattico è articolato in semestri:

- 1° semestre dal 29.09.2025 al 19.12.2025
- 2° semestre dal 16.02.2026 al 29.05.2026

Le sessioni d'esame del Corso di Studio sono programmate nei seguenti periodi:

- dal 08.01.2026 al 13.02.2026 (sessione invernale)
- dal 10.06.2026 al 24.07.2026 (sessione estiva)
- dal 01.09.2026 al 11.09.2026 (sessione straordinaria)

Sono previsti 5 appelli per ogni insegnamento.

Per conoscere le date di sospensione delle attività didattiche e delle chiusure delle strutture di Ateneo per festività nazionali, locali e per altre chiusure (Vacanze di Natale, Vacanze di Pasqua, chiusure di Ateneo), lo studente è tenuto a consultare il **Calendario Didattico di Ateneo** approvato dagli Organi Accademici al presente link:



<https://www.uninsubria.it/chi-siamo/sedi-e-orari/calendario-didattico-di-ateneo>

Art. 3 - Attività di Orientamento

Orientamento in ingresso

Le attività di orientamento in ingresso sono organizzate annualmente secondo un piano approvato dagli Organi di Governo, su proposta della Commissione Orientamento di Ateneo, composta da rappresentanti delle diverse aree disciplinari e vari responsabili universitari. L'ufficio Orientamento e placement gestisce le comunicazioni con le scuole superiori e le attività di orientamento, mentre i singoli Dipartimenti e la Scuola di Medicina si occupano delle informazioni specifiche sui corsi. Attraverso incontri nelle scuole, Saloni di Orientamento e Open Day, gli studenti ricevono informazioni sui corsi, le modalità di ammissione e i servizi offerti. Sono disponibili materiali informativi sui percorsi di studio e sugli sbocchi occupazionali. Gli studenti possono richiedere colloqui individuali di orientamento, gestiti dall'ufficio competente o dal servizio di counselling psicologico in caso di necessità. In aggiunta, vengono organizzati seminari, giornate di approfondimento e stage, in particolare i laboratori scientifici, per aiutare gli studenti a esplorare interessi e predisposizioni. Durante l'anno, le lezioni dei corsi di laurea sono aperte per permettere agli studenti delle scuole superiori di vivere un'esperienza diretta della vita universitaria. Con riferimento alle iniziative di orientamento, il corso di laurea magistrale in Global Entrepreneurship Economics and Management si avvale delle iniziative organizzate dalla Commissione Orientamento e dallo Sportello Orientamento e Stage del Dipartimento di Economia.

La Commissione Orientamento, lavorando a stretto contatto con l'Ufficio Orientamento e Placement di Ateneo, definisce il programma dell'Open Day. Con il supporto dei Responsabili dei due *curricula* in cui il GEEM è articolato, organizza la presentazione del CdS e le testimonianze di studenti laureandi e laureati. In tale occasione, i docenti del CdS sono a disposizione degli interessati per fornire le informazioni necessarie per aiutarli a effettuare in modo consapevole la scelta del percorso di studio da intraprendere.

Per maggiori informazioni consultare il seguente link: <https://www.uninsubria.it/formazione/consigli-e-risorse-utili/orientamento>

Orientamento e tutorato in itinere

L'Ateneo si impegna in modo trasparente e responsabile a supportare gli studenti con disabilità o disturbi specifici dell'apprendimento (DSA), designando un Delegato del Rettore per coordinare e monitorare le iniziative di integrazione e inclusione. Per ciascuno studente, viene elaborato un progetto formativo individualizzato che include misure dispensative e strumenti compensativi (come tempo aggiuntivo e prove equipollenti) per facilitare l'apprendimento.

La Carta dei Servizi illustra le risorse disponibili per garantire l'inclusione, tra cui:

- Informazioni sull'accessibilità delle sedi universitarie;
- Servizi di accoglienza pedagogica;
- Materiale didattico accessibile e conversione documenti tramite SensusAccess©;
- Borse di studio per inclusione e mobilità;
- Tutorato inclusivo e progetti formativi personalizzati;
- Orientamento post-laurea e supporto all'inserimento lavorativo.



L'Ateneo offre, inoltre, un servizio di Counselling psicologico per affrontare difficoltà personali che ostacolano il percorso accademico e un servizio di Tutorato per orientare e assistere gli studenti nel loro percorso di studi, con particolare attenzione a quelli con disabilità e DSA, e agli studenti stranieri in mobilità internazionale.

I docenti tutor del Corso di Studi svolgono, in collaborazione con la Direzione e la Segreteria Didattica, costante attività di orientamento e tutorato in itinere sia rivolta al singolo studente che a gruppi di studenti. Il Dipartimento ha attivato una serie di servizi di orientamento e tutorato in itinere, a disposizione di tutti gli studenti iscritti ai corsi di laurea attivati dal Dipartimento:

- Servizio di Didattica Integrativa: finalizzato a supportare gli studenti durante il percorso di studio consigliandoli sulla metodologia di studio, sulle opportunità della frequenza e sulla soluzione di particolari problemi/difficoltà/lacune;
- Servizio di Tutorato per studenti stranieri iscritti al CdS, coordinato dall'Ufficio Foreign Students: finalizzato a orientare e assistere gli studenti provenienti dall'estero (europei ed extra-europei) nei primi mesi dall'immatricolazione, con l'obiettivo di supportarli nella predisposizione delle pratiche amministrative necessarie per intraprendere il percorso di studio e metterli a conoscenza delle varie opportunità offerte dall'Ateneo. Il tutor inoltre è a loro disposizione per individuare i metodi più efficaci per affrontare il nuovo percorso di studio;
- Servizio di Orientamento informativo, svolto dallo Sportello Orientamento e Stage del Dipartimento di Economia, che si occupa di organizzare e comunicare iniziative di orientamento, nonché tutte le informazioni rilevanti per l'attivazione del tirocinio curriculare e il funzionamento del portale relativo alle offerte di stage.

Art. 4 - Obiettivi formativi specifici, risultati di apprendimento attesi e sbocchi occupazionali

Obiettivi formativi

Il corso di laurea Global Entrepreneurship Economics and Management (GEEM) si focalizza sulle tematiche della imprenditorialità e dell'innovazione assumendo una prospettiva internazionale in linea con i cambiamenti in atto nel mondo del lavoro e le richieste provenienti dalle aziende. Sempre di più oggi sono richieste figure che sappiamo coniugare competenze di management ed economia con capacità imprenditoriali, attenzione all'innovazione e dimestichezza con i mercati internazionali. In un contesto caratterizzato da un sempre più accentuato processo di globalizzazione e di crescenti innovazioni, diviene essenziale formare professionisti in grado di sviluppare la propria capacità di adattamento ai cambiamenti. È perciò critico fornire ai nuovi laureati strumenti manageriali ed economici specialistici necessari sia a comprendere i fenomeni in corso sia ad affrontare e risolvere le diverse problematiche aziendali e di sviluppo economico-territoriale in uno scenario in rapido e continuo mutamento.

Il percorso di laurea in oggetto si caratterizza proprio per l'obiettivo di formare dei laureati in grado di competere sul mercato del lavoro, grazie alla loro capacità di adattamento alle più diverse situazioni aziendali ('change management'). Lo scenario attuale è difatti caratterizzato da una sempre più massiccia globalizzazione, la quale porta ad una contrazione della dimensione spazio-temporale dei fenomeni. Innovazione e internazionalizzazione diventano per le imprese e per tutte le organizzazioni economiche, private e pubbliche, perciò dei sentieri di sviluppo necessari e interdipendenti, ai quali le imprese non possono sottrarsi. Ciò richiede di ripensare il modo di fare impresa così come i business model delle imprese esistenti. Sono sempre più richiesti nuovi modelli di imprenditorialità, sia per avviare nuove start up sia per riconvertire e rilanciare attività tradizionali. È sempre più necessario anche sviluppare capacità

di analisi critica e costruttiva delle dinamiche economiche tramite appositi strumenti economico-quantitativi.

In questa ottica, il percorso degli studi si basa sui seguenti fattori distintivi:

- fornire agli studenti solide conoscenze in ambito economico-aziendale, giuridico e matematico-statistico, con approfondimento specifico dei seguenti temi: management; imprenditorialità; internazionalizzazione; innovazione, nuove tecnologie e conoscenza; sviluppo e crescita economica; corporate e venture finance; reti, infrastrutture e trasporti;
- implementare modalità didattiche innovative quali "Lab", "Seminar", "Hackathon" e moduli erogati da Visiting Professor di università europee ed extraeuropee per consentire inoltre agli studenti di sperimentare anche modalità didattiche differenti e di aumentare il grado di internazionalizzazione della propria formazione;
- erogare didattica esclusivamente in lingua inglese, sia per poter stimolare gli studenti nell'apprendimento/perfezionamento di quelle conoscenze linguistiche di cui oggi sono carenti ma che rappresentano una condizione imprescindibile all'ingresso sul mercato del lavoro, sia per abituarli ad affrontare e discutere i problemi nella lingua che utilizzeranno quotidianamente nelle organizzazioni in cui si inseriranno;
- offrire agli studenti numerosi programmi di mobilità internazionale: Double-Degree, Programmi Erasmus+, e Programmi di Student Exchange (si veda il precedente art. 1 per il dettaglio);

In sintesi, il corso di laurea nel suo complesso offre le competenze richieste dalle imprese e dagli enti pubblici del territorio insubrico, focalizzandosi, da un lato, su problematiche tipiche di realtà imprenditoriali di piccola-media dimensione e a carattere familiare, dall'altro su opportunità di sviluppo di nuove imprese dal bacino universitario ed industriale del territorio. La dimensione attuale dei fenomeni competitivi è infatti basata sul binomio locale-globale (GLocal), che abbina alla crescita del ritmo dei processi di internazionalizzazione una sempre maggiore importanza dei fenomeni di clusterizzazione, con le relative ricadute per il territorio. Occasioni strutturate di contatto tra gli studenti e la realtà industriale di Varese e Como e della regione insubrica sono pertanto un ingrediente importante del percorso formativo, nella cui pianificazione ed erogazione sono coinvolte le forze economiche e le istituzioni locali. Viene altresì dato ampio spazio a testimonianze aziendali e di esperti economici anche stranieri, integrate all'interno dei corsi. Sono invitati in aula, a tenere dei seminari e moduli agli studenti, importanti esponenti del mondo imprenditoriale italiano e internazionale o di enti di ricerca e consulenza e organizzazioni economiche nazionali e internazionali. Tali incontri hanno lo scopo di avvicinare il mondo universitario al mercato del lavoro, oggi ancora troppo distanti. Le testimonianze permettono agli studenti di conoscere le imprese del territorio e offrono uno sguardo sulle realtà più innovative a livello mondiale. Nello specifico, la modalità didattica dei 'Labs' consente di fare esperienza di impresa direttamente in aula.

Risultati di apprendimento attesi

Come descritto nell'art 1, il corso di studi è strutturato in due indirizzi:

- a) International Business and Entrepreneurship (IBE) con una forte focalizzazione sugli aspetti del management con una attenzione specifica ai temi dell'imprenditorialità (lancio e sviluppo di startup e imprese innovative, costruzione di un business plan, raccolta di finanziamenti seed, venture capital e private equity, trasferimento tecnologico e spin-off, ecc.) e dell'internazionalizzazione di impresa (gestione di imprese multinazionali, ingresso su mercati esteri, sviluppo di prodotti globali ecc.). Ciò al fine di mettere gli studenti nelle condizioni di

trovare impiego sia in imprese italiane ed estere così come di avviare una propria attività imprenditoriale o sviluppare un percorso professionale nel campo della consulenza.

- b) Economics of Innovation (EI) si pone come obiettivo formativo specifico far acquisire agli studenti le conoscenze economico-quantitative necessarie per comprendere ed analizzare in modo critico le rapide dinamiche dei settori industriali e di sviluppo territoriale a livello sia locale sia globale. Ciò al fine di sviluppare la capacità di individuare efficaci politiche e strategie di crescita, tramite strumenti di innovazione dei processi e di internazionalizzazione. Al fine di ottenere tale obiettivo, il curriculum in Economics of Innovation presenta un piano di studi interdisciplinare, spaziando dalle discipline di economia politica avanzata ed applicata (economia dell'innovazione, internazionale, dei trasporti, regionale, ambientale e comportamentale, ecc.) alle discipline manageriali, matematico-econometriche e giuridiche.

Dettaglio dei risultati di apprendimento attesi per i singoli indirizzi di studio (come indicato in SUA CdS)

Curriculum International Business & Entrepreneurship (IBE)

Gli *insegnamenti di area aziendale* attivati nel curriculum IBE, consentono agli studenti di acquisire gli strumenti teorici, metodologici ed esperienziali atti a comprendere e analizzare con autonomia di giudizio le complesse dinamiche aziendali, con particolare riferimento sia alla nascita di nuove imprese sia allo sviluppo di impresa e alle strategie imprenditoriali dell'innovazione e dell'internazionalizzazione. Le conoscenze e le capacità di comprensione sono conseguite attraverso la partecipazione a lezioni frontali, esercitazioni e seminari previsti nei corsi di insegnamento, che rientrano tra le attività formative caratterizzanti, affini, integrative e insegnamenti a scelta libera dello studente. Il CdS sperimenta inoltre modalità didattiche innovative come testimoniato dagli insegnamenti erogati in modalità "Lab", "Seminar" o "Visiting Professor" a forte taglio operativo. Tali insegnamenti sono focalizzati su tematiche legate all'imprenditorialità, all'innovazione e all'internazionalizzazione e rappresentano:

- una importante occasione di incontro università-impresa, per consentire agli studenti la possibilità di sviluppare avanzate abilità di comprensione delle complesse dinamiche aziendali con un forte taglio pratico;
- una opportunità per gli studenti di confrontarsi con docenti stranieri e di sperimentare un differente approccio alla didattica (*front lectures* integrate da *assignment* individuali e di gruppo).

Il laureato GEEM/IBE sviluppa pertanto capacità di applicare le conoscenze di materie aziendali acquisite al fine di sviluppare con autonomia di giudizio – e con un taglio trasversale rispetto alle conoscenze acquisite – abilità di analisi avanzata delle complesse dinamiche aziendali (in ambito gestionale, organizzativo e contabile/finanziario) in contesti internazionali e in ambiti innovativi.

Inoltre, la possibilità offerta, durante il percorso di studi, di interagire con imprenditori, manager di aziende ed esperti economici locali e internazionali, consente agli studenti di sperimentare/applicare avanzate abilità di comprensione di specifiche problematiche/challenge aziendali con un forte taglio pratico e un approccio trasversale rispetto alle conoscenze acquisite nei diversi ambiti di studio. In tal modo, si intende favorire l'ingresso degli studenti nel mondo del lavoro con una logica "imprenditoriale".

Gli *insegnamenti di area economica* permettono agli studenti di acquisire avanzate conoscenze degli strumenti e modelli economici necessari per comprendere i complessi fenomeni in corso e affrontare e risolvere le diverse problematiche economiche in uno scenario in rapido e continuo mutamento. In particolare, saranno sviluppate conoscenze di economia applicata con focalizzazione sull'economia dell'innovazione e dell'internazionalizzazione. Di conseguenza, il laureato GEEM/IBE sviluppa capacità di applicare le conoscenze di economia applicata acquisite al fine di sviluppare con autonomia di giudizio abilità di analisi avanzata delle diverse problematiche economiche in uno scenario globale in rapido e continuo mutamento.

Gli insegnamenti di *area giuridica* consentono inoltre di approfondire elementi di comprensione delle tematiche giuridiche relative all'operatività d'impresa su contesti internazionali e in ambito innovativo. Di conseguenza, il laureato GEEM/IBE sviluppa capacità di applicare la conoscenza degli aspetti legali all'analisi dei processi di innovazione e internazionalizzazione di impresa. Mentre i contenuti degli *insegnamenti di area statistico-matematica* consentono al laureato di acquisire capacità di comprensione di strumenti di natura statistico-matematica utili al supporto dei processi decisionali in ambito aziendale ed economico. Il laureato GEEM/IBE sviluppa capacità di applicare strumenti matematici e statistici a supporto dei processi decisionali in ambito aziendale ed economico.

All'interno del percorso formativo sono previste altre attività formative che permettono al laureato di acquisire un'avanzata conoscenza della lingua inglese, necessaria per affrontare i complessi problemi economico-aziendali in uno scenario globale, e gli strumenti necessari a comprendere le tendenze più recenti in tema di metodologie e approcci di programmazione. Il laureato GEEM/IBE è in grado quindi di sviluppare una avanzata capacità di espressione scritta e orale in lingua inglese, con specifica applicazione in ambito aziendale ed economico; capacità di comprensione delle logiche alla base delle metodologie di programmazione di nuova generazione. Il corso di studio prevede inoltre la possibilità di effettuare uno stage e/o tirocini formativi, atti a migliorare le competenze professionali e la comprensione delle problematiche applicative inerenti alle conoscenze acquisite.

Curriculum Economics of Innovation (EI)

Gli insegnamenti di *area aziendale* consentono agli studenti di acquisire, al termine del percorso di studi, gli strumenti teorici, metodologici ed esperienziali atti a sviluppare avanzate abilità di comprensione delle complesse dinamiche aziendali, con particolare riferimento alla nascita/sviluppo di impresa e alle strategie imprenditoriali dell'innovazione e dell'internazionalizzazione. Di conseguenza, il laureato GEEM/EI sviluppa capacità di applicare le conoscenze di materie aziendali acquisite al fine di sviluppare con autonomia di giudizio abilità di analisi avanzata delle complesse dinamiche aziendali in contesti internazionali e in ambito innovativo.

Gli insegnamenti di *area economica* permettono di acquisire, al termine del percorso di studi, avanzate conoscenze degli strumenti e modelli economici necessari per comprendere i complessi fenomeni in corso, oltre ad affrontare e risolvere le diverse problematiche economiche in uno scenario in rapido e continuo mutamento. In particolare, saranno sviluppate conoscenze di economia applicata con focalizzazione sull'economia dell'innovazione e dell'internazionalizzazione. Le conoscenze e le capacità di comprensione sono conseguite attraverso la partecipazione a lezioni frontali, esercitazioni e seminari previsti nei corsi di insegnamento, che rientrano tra le attività formative caratterizzanti, affini, integrative e insegnamenti a scelta libera dello studente. Queste attività devono essere integrate dallo studio individuale.

Inoltre, il CdS sperimenta inoltre modalità didattiche innovative come testimoniato dagli insegnamenti erogati in modalità "Seminar" e "Hackathon" e con la partecipazione di "Visiting Professor". Gli insegnamenti in modalità "Seminar" sono focalizzati su tematiche legate a economia dell'innovazione e prevedono - dopo alcune lezioni frontali del docente aventi come obiettivo di spiegare le basi della materia - che lo studente scriva un articolo di taglio scientifico su un tema proposto dal docente. Alla redazione dell'articolo segue una presentazione in aula con discussione da parte degli altri studenti. A partire dall'anno accademico 2020/21 viene inoltre introdotto il corso di Topics in Innovation Economics I svolto parzialmente in modalità "Hackathon": dopo alcune lezioni introduttive, durante il resto del corso gli studenti interagiscono su un progetto collaborativo di programmazione informatica. Il laureato GEEM/EI acquisisce capacità di applicare le conoscenze di economia applicata al fine di sviluppare con autonomia di giudizio abilità di analisi avanzata delle diverse problematiche economiche in uno scenario globale in rapido e continuo mutamento, grazie anche all'utilizzo di strumenti di analisi innovativi.

Con gli insegnamenti di *area giuridica* il laureato GEEM/EI approfondisce elementi di comprensione delle tematiche giuridiche relative all'operatività d'impresa su contesti internazionali e in ambito innovativo. Di conseguenza, il laureato GEEM/EI sviluppa capacità di applicare la conoscenza degli aspetti legali all'analisi dei processi di innovazione e internazionalizzazione di impresa.

Gli insegnamenti di *area statistico-matematica* permettono di acquisire capacità di comprensione di strumenti di natura statistico-matematica, utili al supporto dei processi decisionali in ambito aziendale ed economico. Di conseguenza, il laureato GEEM/EI sviluppa capacità di applicare strumenti matematici e statistici a supporto dei processi decisionali in ambito aziendale ed economico.

All'interno del percorso formativo sono previste altre attività formative che permettono al laureato di acquisire un'avanzata conoscenza della lingua inglese necessaria per affrontare i complessi problemi economico-aziendali in uno scenario globale. Il laureato GEEM/EI sviluppa un'avanzata capacità di espressione scritta e orale in lingua inglese, con specifica applicazione in ambito aziendale ed economico. Il corso di studio prevede la possibilità di effettuare uno stage e/o tirocini formativi, atti a migliorare le competenze professionali e la comprensione delle problematiche applicative inerenti alle conoscenze acquisite.

Sbocchi occupazionali

Il percorso formativo offerto dal CdS permette ai laureati della classe magistrale di inserirsi con adeguate professionalità in organizzazioni economiche, private e pubbliche, operanti a livello internazionale così come avviare proprie attività (startup/spin-off). I laureati GEEM possono collocarsi sia all'interno di funzioni aziendali specifiche (marketing, finanza, sales, procurement, sistemi informativi, logistica, gestione delle risorse umane) sia a supporto del management aziendale nella determinazione delle strategie aziendali e nella definizione dei business model o ancora in organismi internazionali (quali Commissione Europea, OECD, ecc.), enti di ricerca, società di consulenza.

Nel dettaglio, gli sbocchi occupazionali e professionali previsti per i laureati GEEM sono i seguenti:

- **Imprenditori e manager nelle aziende e istituzioni dei settori industriali e di servizi, di natura pubblica e privata** presso aziende e istituzioni dei settori industriali e di servizi, di natura pubblica e privata, sia a supporto del management aziendale sia all'interno di funzioni aziendali specifiche (marketing, finanza, sales, procurement, sistemi informativi, logistica, gestione delle



risorse umane).

- **Professionisti e consulenti** presso aziende e istituzioni dei settori industriali e di servizi, di natura pubblica e privata, sia a supporto del management aziendale sia all'interno di funzioni aziendali specifiche (marketing, finanza, sales, procurement, sistemi informativi, logistica, gestione delle risorse umane).
- **Dipendenti e consulenti in organismi internazionali (quali Commissione Europea, OECD, ecc.) ed Enti di ricerca**

Art. 5 - Ammissione al corso di studio

Il corso consente l'accesso senza debiti formativi per gli studenti provenienti dalle lauree appartenenti alle Classi di laurea di seguito specificate e con una votazione pari o superiore a 85/110.

CLASSE DI LAUREA D.M. 270/04 aggiornate secondo D.M. 1648/23 (CLASSE DI LAUREA D.M. 509/99)

- L-5 Filosofia (29 Filosofia)
- L-6 Geografia (30 Scienze geografiche)
- L-7 Ingegneria civile e ambientale (8 Ingegneria civile ed ambientale)
- L-8 Ingegneria dell'informazione (9 Ingegneria dell'informazione)
- L-9 Ingegneria industriale (10 Ingegneria industriale)
- L-12 Mediazione linguistica (3 Scienze della mediazione linguistica)
- L-14 Scienze dei servizi giuridici (2 Scienze dei servizi giuridici)
- L-15 Scienze del turismo (39 Scienze del turismo)
- L-16 Scienze dell'amministrazione e dell'organizzazione (19 Scienze dell'amministrazione)
- L-18 Scienze dell'economia e della gestione aziendale (17 Scienze dell'economia e della gestione aziendale)
- L-20 Scienze della comunicazione (14 Scienze della comunicazione)
- L-21 Scienze della pianificazione territoriale, urbanistica, paesaggistica e ambientale (7 Urbanistica e scienze della pianificazione territoriale ed ambientale)
- L-26 Scienze e tecnologie agro-alimentari (20 Scienze e tecnologie agrarie, agroalimentari e forestali)
- L-33 Scienze economiche (28 Scienze economiche)
- L-35 Scienze matematiche (32 Scienze matematiche)
- L-36 Scienze politiche e delle relazioni internazionali (15 Scienze politiche e relazioni internazionali)
- L-37 Scienze sociali per la cooperazione, lo sviluppo e la pace (35 Scienze sociali per la cooperazione, lo sviluppo e la pace)
- L-40 Sociologia (36 Scienze sociologiche)
- L-41 Statistica (37 Scienze statistiche)
- LMG/01 Corso a ciclo unico in Giurisprudenza (31 Scienze giuridiche)

Per il *curriculum* in International Business and Entrepreneurship (IBE), gli studenti provenienti da classi di laurea differenti da quelle sopra elencate possono accedere al corso di laurea magistrale purché in



possesso di un numero minimo di crediti pari a 6 in uno dei seguenti SSD: ECON-06/A ex SECS-P/07 e/o ECON-07/A ex SECS-P/08, fermo restando il requisito di voto pari o superiore a 85/110.

Per il *curriculum* in Economics of Innovation (EI), gli studenti provenienti da classi di laurea differenti da quelle sopra elencate possono accedere al corso di laurea magistrale purché in possesso di un numero minimo di crediti pari a 6 nel SSD ECON-05/A ex SECS-P/05, fermo restando il requisito di voto pari o superiore a 85/110.

Sono ammessi gli studenti che abbiano un titolo di studio equiparabile per durata alla laurea triennale, quadriennale o specialistica/magistrale nel rispetto della documentazione richiesta dagli uffici della Segreteria Studenti e, nel caso di studenti extra-comunitari, nel rispetto della quota riservata agli studenti stranieri. La verifica dei requisiti curriculari precede l'immatricolazione.

L'adeguata preparazione e attitudine personale degli studenti sarà così verificata:

- a) Per le domande di ammissione degli studenti provenienti dai corsi di laurea rientranti nell'elenco delle Classi sopra riportate, l'adeguata preparazione e attitudine personale sarà verificata con l'esame dei titoli (carriera universitaria) e con un colloquio in lingua inglese a cura dei responsabili del corso;
- b) L'adeguata preparazione e attitudine personale degli studenti in possesso di titolo di studio italiano (laurea triennale ex D.M. 509/99; ex D.M. 270/04 o laurea quadriennale "vecchio ordinamento") che non rientri nell'elenco delle classi sopra riportate (fermo il requisito di voto per i titoli di studio italiani) sarà verificata mediante colloquio in lingua inglese con il Responsabile del Corso di Studio che valuta la preparazione dello studente e il suo complessivo *background* e accerta l'eventuale necessità di integrare (prima dell'immatricolazione) le conoscenze nei settori scientifico-disciplinari sopra indicati. Del colloquio viene redatto un verbale di valutazione in cui viene evidenziata tale necessità. Solo in questo caso sarà necessario procedere a un ulteriore colloquio di verifica e procedere quindi alla redazione di un nuovo verbale necessario ai fini dell'ammissione;
- c) L'adeguata preparazione e attitudine personale degli studenti in possesso di titolo straniero sarà verificata con l'esame dei titoli (carriera universitaria, *curriculum*, lettera motivazionale) da parte della Commissione internazionalizzazione del Dipartimento con il supporto dell'Ufficio Foreign Students e dei responsabili del Corso di Studio.

Le domande di ammissione da parte degli studenti extra-UE vanno indirizzate alla Commissione e inviate all'indirizzo e-mail foreign.students.eco@uninsubria.it, secondo la scadenza e le modalità dettagliate nella guida per gli studenti stranieri scaricabile dal sito web di Dipartimento. Per la richiesta del visto gli studenti sono tenuti a rispettare le scadenze stabilite dalle rappresentanze italiane all'estero (uffici dell'Ambasciata). Le domande di ammissione da parte degli studenti UE possono essere indirizzate alla Commissione e inviate all'indirizzo e-mail foreign.students.eco@uninsubria.it prima dell'apertura ufficiale delle iscrizioni, ferma restando la normale procedura di pre-ammissione da inoltrare alla Segreteria Studenti di Ateneo. Dal momento dell'apertura delle iscrizioni le domande di ammissione vanno indirizzate esclusivamente alla Segreteria Studenti di Ateneo.

Per accedere alla verifica del possesso dei requisiti curriculari e dell'adeguatezza della personale preparazione è necessario presentare apposita domanda di ammissione (preiscrizione).

Termini per la preiscrizione: dal 10 luglio 2025 al 31 ottobre 2025.

Maggiori informazioni sono disponibili al seguente link: <https://www.uninsubria.it/servizi/vivere-insubria/immatricolarsi-e-isciversi/immatricolazioni/immatricolazione-lauree-0>.

Art. 6 - Trasferimenti in ingresso, passaggi di corso



In caso di trasferimento da altro corso di laurea magistrale della stessa classe di altri Atenei, o in caso di passaggio di corso all'interno dell'Università degli Studi dell'Insubria, il Dipartimento, tenuto conto degli specifici obiettivi formativi del corso di laurea e, comunque, nel rispetto dei vincoli formativi stabiliti dal vigente Ordinamento Didattico del corso stesso, assicura il riconoscimento del maggior numero possibile di CFU già maturati dagli studenti.

Alcuni esami potranno essere riconosciuti parzialmente; in tal caso, allo studente verrà richiesto di integrare la parte di programma mancante, previo accordo con il docente titolare dell'insegnamento. Gli esami integrativi si potranno sostenere, a seguito di iscrizione da parte dello studente, solo nella sessione dedicata agli esami (non durante le sessioni delle prove parziali).

In caso di trasferimento da altro corso di laurea magistrale di classe diversa, dall'Università degli Studi dell'Insubria stessa o da altro Ateneo anche straniero, il Dipartimento procede alla verifica dei requisiti di accesso e della preparazione iniziale come sopra indicato.

Ai fini del riconoscimento dei CFU, potranno essere svolti colloqui o richieste prove di verifica destinate a valutare l'effettivo livello delle conoscenze possedute. In caso di trasferimento degli studenti da un corso di laurea a un altro, afferenti alla medesima Classe LM-77 e caratterizzati da sostanziale omogeneità dei percorsi formativi, la quota di CFU relativi al medesimo settore scientifico-disciplinare direttamente riconosciuti agli studenti non potrà essere inferiore al 50% di quelli già maturati.

La valutazione per il riconoscimento dei CFU viene effettuata dal docente responsabile del corso di laurea. Il Dipartimento ritiene obsoleti i CFU acquisiti in un periodo anteriore ai 10 anni rispetto all'istanza di convalida; pertanto, in tal caso, non adotta delibere di riconoscimento, né sistemi di verifica e/o esami integrativi.

Art. 7 - Contemporanea iscrizione a due corsi di studio

A decorrere dall'anno accademico 2022/2023 è consentita la contemporanea iscrizione degli studenti a due corsi di studio in applicazione della Legge nr. 33 del 12 aprile 2022 (Disposizioni in materia di iscrizione contemporanea a due corsi di istruzione superiore) e dei successivi decreti ministeriale (DM 930/2022 e DM 933/2022). Le richieste di doppia iscrizione saranno valutate dalla Commissione Pratiche Studenti del Dipartimento, previa verifica dei requisiti di ammissione.

Art. 8 - Il percorso formativo

Come anticipato nell'art 1 e descritto nel precedente art. 4, il corso di laurea magistrale in Global Entrepreneurship, Economics and Management è articolato su due *curricula*:

- International Business and Entrepreneurship (IBE) che offre agli studenti le competenze del management, ponendo particolare attenzione all'imprenditorialità (sviluppo di startup, business plan, raccolta di finanziamenti, trasferimento tecnologico) e all'internazionalizzazione delle imprese (gestione di multinazionali, accesso a mercati esteri, sviluppo di prodotti globali);
- Economics of Innovation (EI) mira a fornire agli studenti le competenze economico-quantitative necessarie per analizzare criticamente le dinamiche dei settori industriali e dello sviluppo territoriale, sia a livello locale che globale.

Il corso di laurea magistrale in Global Entrepreneurship, Economics and Management è erogato integralmente in lingua inglese e prevede l'erogazione della didattica in modalità convenzionale: le lezioni



delle attività formative si svolgono interamente in presenza e senza obbligo di frequenza. Tuttavia, la frequenza continuativa alle lezioni, che consente una costante interazione dialogica con i docenti, è decisamente consigliata nella prospettiva di una piena acquisizione di contenuti e metodi di studio e di lavoro. Il corso di laurea sperimenta inoltre attività di didattica innovativa in forma di:

- **"Lab" e groupwork:** con taglio forte taglio operativo e focalizzati su tematiche legate all'imprenditorialità, all'innovazione e all'internazionalizzazione rappresentano una importante occasione di incontro università-impresa, per consentire agli studenti la possibilità di sviluppare avanzate abilità di comprensione delle complesse dinamiche aziendali con un forte taglio pratico;
- **"Seminar":** modalità di corso/esame diffusa in altre Università europee nella quale, dopo alcune lezioni frontali del docente, aventi come obiettivo di spiegare le basi della materia, si richiede allo studente di scrivere un articolo di taglio scientifico su un tema proposto dal docente. Alla redazione dell'articolo segue una presentazione in aula con discussione da parte degli altri studenti;
- **"Hackhaton":** dopo alcune lezioni introduttive, durante il resto del corso gli studenti interagiscono su un progetto collaborativo di programmazione informatica.

Molto spesso gli insegnamenti erogati dal GEEM ospitano moduli tenuti da Visiting Professor di università europee ed extraeuropee. Ciò consente agli studenti di sperimentare anche modalità didattiche differenti e di aumentare il grado di internazionalizzazione della propria formazione

Come anticipato, il CdS offre numerosi programmi di mobilità internazionale (Double-Degree, Programmi Erasmus+, Programmi di Student Exchange), i quali rappresentano una opportunità unica di arricchimento del curriculum degli studenti. Per il dettaglio si rimanda al successivo art. 10.

Gli studenti con disabilità motoria certificata (temporanea o permanente) possono seguire le lezioni a distanza in modalità sincrona. Nel caso di disabilità motoria permanente certificata possono prendere contatto con il Servizio Disabili di Ateneo e stilare il piano formativo individualizzato. Maggiori informazioni al seguente link: <https://www.uninsubria.it/servizi/tutti-i-servizi/servizi-studenti-con-disabilita-eo-dsa>

Note tecniche sull'attività didattica

Il **Credito formativo universitario – CFU** è la misura del volume di lavoro di apprendimento, compreso lo studio individuale, richiesto ad uno studente in possesso di adeguata preparazione iniziale per l'acquisizione di conoscenze ed abilità nelle attività formative previste dagli Ordinamenti didattici dei corsi di studio, come indicato nell'art. 5 del D.M. 270/04.

Qualsiasi attività formativa (insegnamento, laboratorio, tirocinio o tesi ecc.) dei corsi di studio corrisponde ad un determinato numero intero di crediti formativi (CFU).

Ad ogni CFU corrispondono 25 ore di impegno dello studente, comprensive delle ore di attività formativa in presenza del docente, e delle ore di studio autonomo e rielaborazione personale, necessarie per completare la sua formazione.

I CFU corrispondenti a ciascuna attività formativa sono acquisiti dallo studente previo superamento dell'esame o di altra forma di verifica del profitto stabilita dal presente Regolamento didattico del corso di studio.

Attività formative:

- **lezioni frontali:** attività principale e fondamentale della didattica, lo studente assiste alla lezione tenuta dal docente ed elabora autonomamente i contenuti ascoltati (1 CFU corrisponde a 6,66 ore di lezione frontale);
- **esercitazioni:** l'attività che consente di chiarire i contenuti delle lezioni mediante lo sviluppo di applicazioni. Non si aggiungono contenuti rispetto alle lezioni. Tipicamente le esercitazioni sono associate alle lezioni e non esistono autonomamente. Nelle esercitazioni passive lo sviluppo delle applicazioni è effettuato dal docente; in quelle attive l'allievo sviluppa le applicazioni con la supervisione del docente.
- **laboratori didattici:** attività assistita che prevede l'interazione dell'allievo con strumenti, apparecchiature o pacchetti software applicativi;
- **tirocinio/stage:** per il curriculum IBE la durata del tirocinio è pari a 400 ore per il riconoscimento di 6 CFU nel piano di studi, sono riconosciuti in carriera, altresì, n. 3 CFU in sovrannumero. Il monte orario previsto per lo stage (400 ore) è considerato necessario affinché, da un lato, lo studente possa consolidare la propria esperienza in un ambito lavorativo e, dall'altro, le aziende e/o i professionisti ospitanti abbiano l'opportunità di conoscere e apprezzare lo studente sia sotto il profilo delle competenze specifiche, sia sotto quello delle *soft-skills*;
- **tirocinio/stage:** per il curriculum EI la durata del tirocinio è pari a 300 ore per il riconoscimento di 3 CFU nel piano di studi, sono riconosciuti in carriera, altresì, n. 3 CFU in sovrannumero. Il monte orario previsto per lo stage (300 ore) è considerato necessario affinché, da un lato, lo studente possa consolidare la propria esperienza in un ambito lavorativo e, dall'altro, le aziende e/o i professionisti ospitanti abbiano l'opportunità di conoscere e apprezzare lo studente sia sotto il profilo delle competenze specifiche, sia sotto quello delle *soft-skills*.

Per lo Stage si rimanda all'art. 10 e al Regolamento dei tirocini curriculari:

https://www.uninsubria.it/sites/default/files/202404/Regolamento_Tirotcini_Curriculari_19.03.2024.

Modalità di verifica delle attività formative

La verifica dell'apprendimento può avvenire tramite prove scritte e/o orali in relazione a quanto previsto e specificato nel programma del singolo insegnamento (*syllabus*). Nel programma dell'insegnamento viene, altresì indicata la modalità di giudizio.

Le prove d'esame sono programmate secondo quanto definito dal calendario didattico approvato dal Consiglio di Dipartimento e consultabile al seguente link: <https://www.uninsubria.it/ateneo/sedi-e-orari/calendario-accademico/calendario-didattico-dieco>

L'iscrizione agli esami si effettua esclusivamente per via telematica a partire da 25 gg fino a 5 gg prima la data dell'appello.

Al seguente link: <https://uninsubria.esse3.cineca.it/ListaAppelliOfferta.do> è possibile consultare le date e gli orari degli appelli.

Art. 9 - Regole di presentazione dei piani di studio e piani di studio individuali



Per il *curriculum* in International Business and Entrepreneurship sono previsti al primo anno insegnamenti a scelta libera per 6 CFU, al secondo anno insegnamenti a scelta libera per 6 CFU e 6 CFU per stage/tirocinio o attività alternativa.

Per il *curriculum* in Economics of Innovation sono previsti al primo anno insegnamenti a scelta libera per 6 CFU e 3 CFU per stage/tirocinio o attività alternativa, al secondo anno insegnamenti a scelta libera per 12 CFU.

I Responsabili dei corsi di laurea svolgono dei colloqui orientativi per la definizione del piano di studio. Si ricorda allo studente che per l'eventuale scelta degli esami liberi non previsti dall'elenco connesso al *curriculum* deve rivolgersi al Responsabile del *curriculum* stesso.

I piani di studio conformi all'offerta formativa inserita nella banca dati ministeriale vengono approvati automaticamente, secondo la procedura prevista per la presentazione dei piani di studio dal Regolamento della Segreteria Studenti.

Lo studente può presentare un piano di studio individuale, purché coerente con il progetto culturale e adeguato agli obiettivi formativi e ai contenuti specifici del Corso di laurea Magistrale in Global Entrepreneurship Economics and Management. Il piano di studio individuale deve essere presentato alla struttura didattica competente, corredato di adeguate motivazioni. La struttura didattica competente ne verifica la coerenza con il percorso formativo e ha la facoltà di richiedere allo studente le eventuali necessarie modifiche.

Il piano di studio individuale, che deve in ogni caso rispettare i minimi di CFU stabiliti nei diversi ambiti disciplinari nell'Ordinamento Didattico, è approvato dal docente Responsabile del corso di laurea o, qualora il corso sia organizzato in *curricula*, del *curriculum*.

Il piano di studio viene presentato al 1° anno secondo le scadenze fissate annualmente dalla Segreteria Studenti e pubblicate al seguente link: <https://www.uninsubria.it/formazione/consigli-e-risorse-utili/piano-di-studio>.

Lo studente provvede alla compilazione del piano di studio online accedendo alla propria area riservata di ESSE3 e deve indicare:

- gli insegnamenti previsti nelle “rose di scelta” (come indicati nel piano degli studi sotto riportato);
- gli insegnamenti “a scelta dello studente” (TAF D) ai quali sono riservati 12 CFU.

Il piano di studio individuale può essere presentato e/o modificato (nei termini stabiliti annualmente dalla Segreteria Studenti) ogni anno accademico, previo rinnovo di iscrizione.

Insegnamenti a scelta dello studente (lettera D)

Nell'ambito degli “Insegnamenti a scelta dello studente”, gli studenti possono scegliere già dal 1° anno, tra gli insegnamenti offerti dal Corso di Studio (rose di scelta), ove non già opzionati, o tra gli insegnamenti erogati da altri CdS del Dipartimento o dall'Ateneo (purché coerenti con il proprio percorso formativo e previa approvazione da parte del Coordinatore del Corso di Studio).

Ulteriori conoscenze linguistiche, abilità informatiche e relazionali, tirocini e altro (lettera F)

Nell'ambito delle “Ulteriori conoscenze linguistiche, abilità informatiche e relazionali, tirocini e altro”, gli studenti possono scegliere tra:

- gli insegnamenti offerti nel CdS, ove non già scelti, o in altri CdS erogati dal Dipartimento o dall'Ateneo;
- stage/tirocini;



- le attività attivate dal Dipartimento e pubblicizzate annualmente che prevedano il riconoscimento di CFU.

Lo studente può modificare il piano di studio negli anni successivi, se regolarmente iscritto.

Riconoscimento di certificazioni linguistiche e informatiche

Gli studenti già in possesso di certificazione che attesti il medesimo livello di conoscenza dell'esame obbligatorio di Advanced Business English (3 CFU) possono presentare istanza di convalida presso la Segreteria Studenti.

Sono riconoscibili certificazioni conseguite negli ultimi cinque anni dalla data di presentazione di istanza di convalida.

Certificati attualmente riconosciuti:

- BEC HIGHER (Business English Certificate)
- ICFE (International Certificate in Financial English)
- CEIBT (Certificate in English for International Business and Trade)

Le certificazioni:

- CAE (Certificate in Advanced English)
- CPE (Certificate of Proficiency in English)

possono essere al momento riconosciute esclusivamente come attività a scelta libera o sostitutive dello stage per 3 CFU.

E' in fase di definizione la lista aggiornata delle certificazioni riconosciute con la corrispondenza in termini di voti (in 30esimi): la stessa sarà consultabile online sulle pagine web del corso di studio.

<https://www.uninsubria.it/formazione/offerta-formativa/corsi-di-laurea/global-entrepreneurship-economics-and-management-geem>.

Insegnamenti in sovrannumero

Qualora lo studente inserisca nel piano di studio altri insegnamenti e/o altre attività formative, oltre a quelli richiesti per il conseguimento del titolo, essi si considerano in sovrannumero. I CFU acquisiti a seguito del superamento dell'esame relativo agli insegnamenti eventualmente inseriti nel piano di studi in aggiunta a quelli conteggiati ai fini del completamento del percorso che porta al titolo di studio (120 CFU), vengono registrati nella carriera dello studente e possono dare luogo a successivi riconoscimenti ai sensi della normativa vigente. Le valutazioni ottenute non rientrano nel computo della media dei voti degli esami di profitto (art. 20 comma 5 del Regolamento Didattico di Ateneo).

Art. 10 - Opportunità offerte durante il percorso formativo

Come riportato in precedenza, l'internazionalizzazione rappresenta un aspetto fondamentale del percorso formativo il CdS offre numerosi programmi di mobilità internazionale (Double-Degree, Programmi Erasmus+, Programmi di Student Exchange).

Gli studenti del Dipartimento di Economia che partecipano al programma Erasmus+ Studio possono scegliere come destinazione una tra le 45 Università di 13 paesi europei con le quali sono attivi accordi di scambio bilaterale.



All'interno del Dipartimento è presente un Delegato per le relazioni internazionali (e delegato Erasmus), altri due Delegati Erasmus e una Commissione internazionalizzazione. Il Delegato coadiuvato dai Delegati Erasmus+ svolge compiti di informazione e orientamento agli studenti intenzionati a partecipare al programma Erasmus+ Studio. Aiuta e consiglia gli studenti nella compilazione del *learning agreement*; approva il *learning agreement* prima della loro partenza, fornisce assistenza via e-mail durante il soggiorno presso l'Università partner, approva la conversione degli esami di profitto sostenuti all'estero. Svolge inoltre funzioni di orientamento e informazione per gli studenti Erasmus in entrata, ne sottoscrive il *learning agreement* e le eventuali modifiche.

Il Delegato per le relazioni internazionali è il primo referente degli studenti anche per i programmi di scambio (Double Degree) e per gli studenti stranieri iscritti alla LM. I Delegati Erasmus: aiutano e consigliano gli studenti nella compilazione del *learning agreement*; approvano il *learning agreement* (per i programmi Erasmus+ Studio e Traineeship) prima della partenza dello studente, forniscono assistenza via e-mail durante il soggiorno degli studenti presso l'università partner, convalidano gli esami di profitto sostenuti all'estero, convalidano i tirocini formativi svolti in mobilità internazionale. Svolgono inoltre funzioni di orientamento e informazione per gli studenti Erasmus in entrata, ne sottoscrivono il *learning agreement* e le eventuali modifiche.

Il Dipartimento ha istituito una Commissione di Double Degree che si coordina con le omologhe Commissioni delle università partner e supervisiona l'attuazione e il funzionamento del programma, anche in collaborazione con gli Uffici di Dipartimento (Manager Didattico e Foreign Students' Office) e di Ateneo (Segreteria Studenti, Ufficio relazioni internazionali/Erasmus).

La Commissione Double Degree ha le seguenti funzioni:

- selezione dei candidati iscritti al Corso di Studio aspiranti a partecipare al programma di Double Degree;
- coordinamento con le omologhe Commissioni istituite presso le Università partner straniere, come previsto dalle relative Convenzioni, in particolare nella gestione del programma di Double Degree e del relativo piano di studio;
- approvazione dei *learning agreement* degli studenti partecipanti e riconoscimento della carriera svolta nel corso del programma di Double Degree;
- approvazione dell'ammissione dei candidati provenienti dalle Università partner alla partecipazione al programma Double Degree e verifica della correttezza dei documenti (*learning agreement*).

Nell'ambito del corso di studio sono attivi al momento cinque programmi di doppia laurea (Double Degree) con la Friedrich-Schiller-Universität Jena (Jena, Germania), la Universität Hohenheim (Stoccarda, Germania), l'Université de Bordeaux (Bordeaux, Francia), con l'University of Applied Sciences - Hochschule Fulda (Fulda, Germania) e l'accordo di recente attivazione con Kaunas University of Technology – School of Economics and Business (Kaunas, Lituania). È inoltre attivo un programma di mobilità internazionale (extra-UE) con l'Indian Institute of Foreign Trade (IIFT, Deemed University) of New Delhi (India). Dal 2024-25 è attivo un accordo con la Università Hung Vuong (DHV) di Ho Chi Minh City (Vietnam) che prevede l'attivazione di un “blended master degree” sul curriculum di Economics of Innovation.

I corsi di laurea con i quali il GEEM ha accordi di doppio titolo richiedono obbligatoriamente il conseguimento di un certo numero di crediti in modalità seminar. Si tratta di una modalità di corso/esame diffusa in Germania nella quale, dopo alcune lezioni frontali del docente aventi come obiettivo di spiegare



le basi della materia, si richiede allo studente di scrivere un articolo di taglio scientifico su un tema proposto dal docente. Alla redazione dell'articolo segue una presentazione in aula con discussione da parte degli altri studenti. Al fine di avvicinare gli studenti che stanno per intraprendere il programma DD a questa modalità d'esame diffusa in Europa, è richiesta l'acquisizione da parte degli studenti – che hanno intenzione di partecipare al programma DD – di 6 CFU in modalità seminar in Italia. Tra i prerequisiti per la partecipazione al Double Degree vi è infatti l'inserimento nel piano degli studi di 6 CFU in modalità seminar al primo anno, e il superamento degli stessi entro la sessione estiva del primo anno. Ciascuno dei due *curricula* offre insegnamenti in modalità seminar.

Procedura di ammissione al programma di Double-Degree - studenti in uscita:

- 1) Alla fine del I semestre sarà emesso il bando di selezione rivolto agli studenti che intendono partecipare al programma di Double Degree, che prevede anche un'eventuale assegnazione di borse di studio;
- 2) La Commissione Double Degree procede alla selezione degli studenti partecipanti al bando;
- 3) La Commissione Double Degree supporta gli studenti nel predisporre un *learning agreement* prima della partenza, costruito in base alle tabelle di corrispondenza dei piani di studio delle Università aderenti al programma;
- 4) Alla fine del periodo di studio presso l'Università partner la Commissione, sulla base del *learning agreement* e del *transcript of records*, convalida gli esami sostenuti all'estero.

Studenti in entrata:

- 1) Gli studenti provenienti dalle Università estere con cui vige un accordo di Doppia Laurea sono tenuti a regolarizzare la loro iscrizione presso la nostra Università tramite il portale utilizzato dagli Incoming Erasmus Students e dai Visiting Students http://uninsubria.llpmanager.it/Incoming/menu_iniziale.asp. Alla domanda di iscrizione gli studenti stranieri devono allegare il *transcript of records* e il *learning agreement* firmato dalla Commissione Double Degree dell'Università di provenienza. All'arrivo degli studenti presso l'Ateneo, la Segreteria Studenti provvede alla loro regolare immatricolazione;
- 2) Gli studenti che vengono selezionati per il programma di mobilità internazionale (extra-UE) con l'India sono due all'anno. Alla fine del I semestre sarà emesso il bando di selezione rivolto agli studenti che intendono partecipare allo Student Exchange Program, i quali verranno selezionati da una apposita commissione nominata dal Direttore del Dipartimento. Non è prevista l'assegnazione di borse di studio.

Foreign Students' Office

Il Dipartimento ha istituito il Foreign Students' Office (foreign.students.eco@uninsubria.it) con compiti di informazione, orientamento e supporto per gli studenti stranieri (Erasmus, partecipanti al programma di Double Degree e Students Exchange, studenti internazionali ovvero degree seekers iscritti al GEEM), nonché di gestione delle pratiche amministrative relative.

Descrizione link: Programmi di mobilità internazionale per studenti

Link inserito: <https://www.uninsubria.eu/international-relations/international-agreements>

Il servizio di Tutorato (<https://www.uninsubria.it/servizi/tutti-i-servizi/tutorato>) consiste in una serie di attività tese a orientare, assistere, consigliare e informare gli studenti. Accanto al servizio di ateneo



(informativo), il corso di studio annualmente individua dei tutor disciplinari che forniscono un supporto attivo agli studenti sia nel percorso di recupero di eventuali obblighi formativi, sia nell'attività di studio. È previsto un tutor che affianca gli studenti stranieri e un servizio di tutorato di Ateneo di supporto, assistenza e affiancamento agli studenti con disabilità e/o DSA.

Nell'ambito del diritto allo studio è possibile candidarsi per le Collaborazioni studentesche e il servizio di tutorato, per maggiori informazioni consultare i seguenti link: <https://www.uninsubria.it/servizi/tutti-i-servizi/collaborazioni-studentesche-200-ore>; <https://www.uninsubria.it/servizi/tutti-i-servizi/tutorato>

Il tirocinio formativo curriculare è un'esperienza che completa la formazione dello studente presso enti pubblici o privati, permettendo di conoscere diverse realtà lavorative e di acquisire competenze specifiche. Durante il tirocinio, gli studenti possono ottenere Crediti Formativi Universitari (CFU) secondo il proprio piano di studio. La gestione è affidata agli Sportelli Stage, attraverso la Piattaforma AlmaLaurea, in collaborazione con l'Ufficio Orientamento e Placement, che si occupa dell'accreditamento degli enti e della valutazione finale. Inoltre, l'Ufficio coordina programmi di tirocinio specifici e gestisce le convenzioni e la selezione dei candidati, mentre le strutture didattiche si occupano dei progetti formativi e del tutoraggio. Per i tirocini all'estero, si utilizza il servizio dell'ufficio Relazioni Internazionali nell'ambito del Programma Erasmus + Traineeship.

Il Dipartimento di Economia ha istituito lo Sportello Orientamento e Stage oltre alla Commissione Stage e Placement, che lavora a stretto contatto con lo sportello. In particolare, lo Sportello Orientamento e Stage del Dipartimento di Economia fornisce l'assistenza necessaria allo studente e alle aziende/enti esterni affinché l'attività di tirocinio/stage sia svolta efficacemente. Attraverso la partecipazione attiva al mondo del lavoro e delle professioni, il tirocinio ha lo scopo di consentire allo studente un riscontro ed un arricchimento delle nozioni apprese nel corso degli studi universitari, di acquisire i crediti formativi universitari (CFU) relativi e di orientare le future scelte professionali.

Attraverso la Piattaforma Placement AlmaLaurea lo studente può scegliere il soggetto ospitante fra coloro che hanno pubblicato la propria offerta di tirocinio o può individuare autonomamente il soggetto ospitante.

Nel dettaglio, con riferimento all'assistenza per lo svolgimento di periodi di formazione all'esterno, lo sportello svolge le seguenti attività:

- selezione e attivazione di stage curricolari per gli studenti della laurea triennale e magistrale;
- supporto agli studenti per la ricerca di stage, utilizzo della piattaforma Placement e attivazione tirocini;
- pubblicazione delle offerte di tirocinio proposte dalle aziende/enti;
- supporto alle aziende/enti esterni nella gestione dei tirocini/stage.

Per quanto riguarda l'Accompagnamento al lavoro, l'ufficio Orientamento e placement gestisce i servizi di placement/accompagnamento al lavoro a livello di Ateneo. Per maggiori informazioni consultare il seguente link: <https://www.uninsubria.it/servizi/tutti-i-servizi/servizi-web-orientamento-e-placement>

Art. 11 - Conseguimento titolo

La prova finale consiste nella presentazione e discussione di una tesi elaborata in modo originale dallo



studente sotto la guida di un docente-relatore e valutata da una Commissione d'esame composta da almeno cinque docenti e presieduta da un professore di prima fascia di ruolo del Dipartimento. Per ogni studente viene individuato un controrelatore.

Alla prova finale sono attribuiti 18 CFU.

La tesi di laurea è redatta e discussa in lingua inglese. Lo studente può richiedere a qualsiasi docente o ricercatore del corso di studio l'assegnazione della tesi concordando l'argomento. Su proposta del relatore e sentito il controrelatore, la Commissione determina il voto di laurea. La votazione finale è espressa in centodecimi ed è calcolata come somma dei seguenti elementi:

- media dei voti, ponderata per il numero di crediti attribuiti all'esame e rapportata a 110;
- 0,33 punti per ogni lode (da aggiungere al voto in centodecimi);
- punti alla rapidità della carriera: consiste nel riconoscimento di 2 punti aggiuntivi contabilizzati ai fini del voto di laurea (espresso in centodecimi). I punti rapidità carriera vengono attribuiti a tutti quegli studenti che conseguono la laurea in corso, senza posizione di fuori corso intermedio o interruzioni/sospensioni di carriera, e che si immatricolano al primo anno del Corso di Studio anche con trasferimento da Altro Ateneo o passaggio di corso senza abbreviazione di carriera. Il punteggio aggiuntivo viene attribuito a partire dagli immatricolati all'a.a. 2015/16;
- giudizio assegnato alla tesi e alla sua discussione. La valutazione della tesi rispetterà i seguenti criteri:
 - negativo - In presenza di insufficienze molteplici, quando la tesi a giudizio della Commissione non sia migliorabile;
 - da 0 a 2 punti - La tesi costituisce mera riesposizione di testi e presenta limiti o lacune;
 - da 3 a 4 punti - La tesi risulta appena sufficiente; mostra conoscenza limitata dell'argomento; riguarda strettamente il tema;
 - 5 punti - Il contenuto è esposto nella tesi in modo chiaro e ordinato. La bibliografia essenziale è stata consultata e compresa; modelli e indagini empiriche sono esposti correttamente; la costruzione è coerente;
 - da 6 a 7 punti - Il candidato ha approfondito i temi connessi. La tesi riflette la capacità dello studente di effettuare confronti e collegamenti tematici, nonché di trattare aspetti critici/problematici;
 - da 8 a 10 punti - La tesi dimostra autonomia di giudizio, notevoli capacità critiche, approfondimento di aspetti specifici, vasta conoscenza bibliografica e indagini sull'argomento. Nella discussione il candidato mostra interesse e competenza.

La richiesta di un punteggio superiore a 7 punti (e/o con lode) dovrà essere segnalata dal relatore al Direttore e al controrelatore almeno 15 giorni prima della seduta di laurea, mediante una relazione che indichi i punti della tesi particolarmente significativi; nel caso in cui il punteggio di partenza del candidato sia inferiore a 102/110 è richiesta la presenza di un secondo controrelatore.

Quando la tesi presenta contenuti particolarmente rilevanti, o caratteristiche di originalità, la Commissione all'unanimità può deliberare la lode, su proposta del relatore e del controrelatore (o dei controrelatori); con la stessa procedura può altresì deliberare un encomio o dichiarare la dignità di stampa. Non potrà essere chiesta la lode se la media dei voti è inferiore a 98 centodecimi.

Gli studenti che partecipano al Double Degree possono svolgere la propria tesi di laurea presso le Università partners, secondo le modalità previste nelle apposite convenzioni che regolano il programma di Double Degree, ma sono comunque tenuti a discutere la loro tesi di laurea in una delle sedute di laurea programmate presso il Dipartimento, davanti a una Commissione di Dipartimento, secondo le modalità



indicate sul sito web. Gli studenti stranieri in Double Degree sono tenuti a rispettare le medesime procedure e gli oneri amministrativi previsti per gli studenti italiani.

OBIETTIVI FORMATIVI SPECIFICI

La prova finale è finalizzata ad accertare il possesso, da parte del laureando, di un avanzato bagaglio di conoscenze e competenze scientifiche e metodologiche, nonché di sviluppate capacità critiche, utili ad affrontare, analizzare e definire problematiche di carattere economico-aziendale con un approccio professionale. Con la prova finale il laureando dimostra di saper usare gli strumenti teorici appresi nel corso di studio in modo flessibile adattandoli al singolo tema.

Al conseguimento del titolo viene rilasciato il Diploma Supplement. Il Diploma Supplement (DS) è un documento integrativo del titolo di laurea che fornisce una descrizione della natura, del livello, del contesto, del contenuto e dello status degli studi effettuati e completati dallo studente.

Maggiori informazioni sono disponibili al seguente link: <https://www.uninsubria.it/servizi/tutti-i-servizi/domanda-di-laurea>

Art. 12 - Assicurazione della qualità del Corso di studio

Gli organi collegiali di riferimento del Corso di Studio sono il Consiglio di Dipartimento, (ove nominata) la Giunta di Dipartimento, la Commissione Paritetica Docenti-Studenti e la Commissione AiQua. Il Consiglio si riunisce, di norma, mensilmente per le attività di ordinaria gestione, per prendere visione e deliberare, ove richiesto, sulle attività istruttorie svolte dalle commissioni delegate sulle singole attività dal Cds (programmazione didattica, pratiche studenti, stage e tirocini, orientamento, convenzioni e collaborazioni con altri Atenei italiani e stranieri, laboratori, seminari, calendari esami, lauree e lezioni, ecc.). La Commissione Paritetica Docenti Studenti (CPDS) svolge attività di monitoraggio e di valutazione delle attività didattiche dei singoli Cds (analisi degli esiti dei questionari di valutazione della didattica e del "Good Practice", analisi del cruscotto degli indicatori di monitoraggio ecc.). Ogni anno la CPDS redige una relazione che contiene i principali elementi di sintesi delle rilevazioni effettuate e le proposte di miglioramento. Su base regolare, inoltre, la CPDS si confronta con i coordinatori di ogni Cds per discutere della valutazione delle attività didattiche ed esaminare eventuali specifiche criticità. Il Coordinatore del Cds presiede la Commissione AiQua ed è responsabile della redazione della documentazione richiesta ai fini dell'assicurazione della qualità. La Commissione ha il compito di redigere annualmente la SUA-Cds e relaziona periodicamente al Consiglio di Dipartimento su questioni legate alla progettazione e al funzionamento del Cds, agli esiti dei questionari di valutazione della didattica e su ogni altra questione che si ritiene rilevante per un buon andamento di tutte le attività collegate al Cds. La Commissione AiQua analizza il cruscotto degli indicatori e annualmente redige la Scheda di Monitoraggio Annuale (SMA) del Cds, puntualizzandone l'andamento rispetto ad alcuni parametri segnaletici legati alla didattica, alle tempistiche di conseguimento del titolo da parte degli studenti, all'internazionalizzazione, alla soddisfazione e all'occupabilità dei laureati, ecc. Gli esiti della SMA, di cui si dà conto in Consiglio di Dipartimento, sono utili per impostare eventuali azioni correttive. All'interno del Consiglio di Dipartimento, della CPDS e della Commissione AiQua è garantita la presenza della componente studentesca: il loro ruolo è fondamentale per riportare tempestivamente osservazioni, criticità e proposte di miglioramento in merito al percorso di formazione e ai servizi di supporto alla didattica e nel verificare che sia garantita la trasparenza, la facile reperibilità e la condivisione delle informazioni.



L'attività svolta dagli organi collegiali è documentata dai verbali e le attività rispettano le scadenze stabilite dagli organi accademici, dal Regolamento didattico di Ateneo e dal MUR.

Al seguente link <https://www.uninsubria.it/ateneo/la-nostra-qualita/sistema-di-assicurazione-della-qualita> sono riportate maggiori informazioni sul Sistema di Assicurazione della Qualità e sulla Commissione AiQua del Cds <https://www.uninsubria.it/ateneo/ci-presentiamo/organi-di-ateneo/commissioni/la-commissione-AiQua-cds-magistrale-economia>.

La valutazione della didattica da parte degli studenti è effettuata mediante un questionario on-line distinto per “frequentante” e “non frequentante”. Il questionario è somministrato a tutti gli studenti, in un arco temporale definito tra i 2/3 e la fine delle lezioni, per ciascun semestre, attraverso il sistema di gestione delle carriere (ESSE3), a cui lo studente accede per iscriversi all'appello d'esame. Il sistema garantisce l'anonimato al compilatore.

Gli esiti dei questionari di valutazione vengono analizzati dalla Commissione Paritetica Docenti-Studenti, della Commissione AiQua e discussi in Consiglio di Dipartimento. La Commissione AiQua con il supporto dei rappresentanti degli studenti restituiscono gli esiti dei questionari di valutazione agli studenti, di norma durante la settimana dedicata all'Opinion Week, al fine di illustrare le eventuali criticità emerse ed esporre le azioni di miglioramento intraprese o che si intendono adottare.

Link alla pagina web dedicata alla valutazione della didattica: <https://www.uninsubria.it/ateneo/la-nostra-qualita/opinioni-degli-studenti>

Anche il tirocinio svolto dallo studente è soggetto ad una valutazione, al termine dello stesso è infatti richiesta la compilazione di una scheda di valutazione dell'esperienza i cui dati sono utili all'Università per il monitoraggio e la valutazione dell'attività svolta e per un continuo miglioramento del servizio. Lo studente dovrà, inoltre, consegnare allo Sportello Stage del Dipartimento la relazione di regolare svolgimento del tirocinio per il conseguente riconoscimento dei crediti formativi.

Per gli esiti delle opinioni dei laureandi e dei laureati, il Corso di studio fa riferimento alle indagini del Consorzio Interuniversitario AlmaLaurea reperibili anche nella pagina web del Corso di studio: opinione degli studenti e dei laureati: <https://statistiche.alma laurea.it/universita/statistiche/trasparenza?codizione=0120207307800006&cors classe=11084&aggrega=SI&confronta=classereg&kcorssede=1&stella2015=&sua=1#profilo>

Art. 13 - Norme finali e transitorie

Modifiche e integrazioni: eventuali modifiche o integrazioni al presente regolamento saranno deliberate dal Consiglio di Dipartimento, in conformità con le disposizioni statutarie e regolamentari dell'Ateneo.

Norme di rinvio: per quanto non espressamente previsto nel presente regolamento, si fa riferimento alle norme generali dell'Ateneo e alle disposizioni legislative in materia di istruzione superiore.

ANNEXES

Annex 1 – Study Plan

Annex 2 – Summary of Course Objectives (including at least the compulsory courses, both common and track-specific)



Annex 1 – Study Plan

Study Plan

INTERNATIONAL BUSINESS AND ENTREPRENEURSHIP *CURRICULUM*

1st YEAR – Compulsory Courses									
SEM.	COURSE Title	MODULE Title	New S.S.D. – DM 639/2024	former S.S.D.	TYPE OF EDUCATIONAL ACTIVITY (TAF)*	ECTS	HOURS and type of activity **	PREREQUISITE COURSES (if applicable)	ASSESSMENT METHOD
I II	Advanced Business English		ANGL-01/C	L-LIN/12	Other activities	3	20		V
I	Corporate Banking		ECON-09/B	SECS-P/11	Core	6	40		V
I	Economics of Innovation		ECON-04/A	SECS-P/06	Core	6	40		V
I	Supplementary activities for Economics of Innovation		ECON-04/A				12		
I	Entrepreneurship and Innovation Management		ECON-07/A	SECS-P/08	Core	6	40		V
I	Quantitative Methods for Management	Mod. 1 Applied Statistics	STAT-01/B	SECS-S/02	Related/Integrative	6	40		V
II	International Trade Law and Transnational Business Law	Mod. 1 International Trade Law	GIUR-10/A	IUS/14	Core	6	40		V
II		Mod. 2 Transnational Business Law	GIUR-09/A	IUS/13	Related/Integrative	6	40		V
II	Quantitative Methods for Management	Mod. 2 Applied Mathematics	STAT-04/A	SECS-S/06	Core	6	40		V
	Student's Choice*		NN	NN	D/A Student's Choice	6			V

1st YEAR – Optional Courses – No. of ECTS to be chosen									
SEM.	COURSE Title	MODULE Title	New S.S.D. – DM 639/2024	former S.S.D.	TYPE OF EDUCATIONAL ACTIVITY (TAF)*	ECTS	HOURS and type of activity **	PREREQUISITE COURSES (if applicable)	ASSESSMENT METHOD
1 course to be chosen from:									
I	Startup Lab		ECON-07/A	SECS-P/08	Core	6	40		V
	Supplementary activities for Startup Lab					6	40		
I	International Marketing Lab		ECON-07/A	SECS-P/08	Core		8		V
1 course to be chosen from:									
II	Strategic Management and Business Planning		ECON-06/A	SECS-P/07	Core	6	40		V
II	Open Innovation and Startup Ecosystems		ECON-07/A	SECS-P/08	Core		8		
	Supplementary activities for Open Innovation and Startup Ecosystems					6	40		V
1 course to be chosen from:									
II	International Business		ECON-07/A	SECS-P/08	Core	6	40		V



II	Seminar in Entrepreneurship: Innovation Management				Core	6	40		V
	Supplementary activities for Seminar in Entrepreneurship: Innovation Management		ECON-07/A	SECS-P/08			8		

2nd YEAR – Compulsory Courses

COURSE Title	MODULE Title	New S.S.D. – DM 639/2024	former S.S.D.	TYPE OF EDUCATIONAL ACTIVITY (TAF)*	ECTS	HOURS and type of activity **	PREREQUISITE COURSES (if applicable)	ASSESSMENT METHOD
Lean Development and Agile Methodologies		ANGL-01/C	L-LIN/12	Other activities	3	20		V
International Economics		ECON-09/B	SECS-P/11	Core	6	40		V
Management and Governance of Family Firms		ECON-04/A	SECS-P/06	Core	6	40		V
Student's Choice *		NN	NN	D/A Student's Choice	6			V
Internship**		NN	NN	F/Curricular and Orientation Internships	6			I
Final exam		NN	NN	E/Final exam	18			G

2nd YEAR – Optional Courses – No. of ECTS to be chosen

COURSE Title	MODULE Title	New S.S.D. – DM 639/2024	former S.S.D.	TYPE OF EDUCATIONAL ACTIVITY (TAF)*	ECTS	HOURS and type of activity **	PREREQUISITE COURSES (if applicable)	ASSESSMENT METHOD
1 course to be chosen from:								
Organization: People and Technologies		ECON-08/A	SECS-P/10	Core	6	40		V
Digital Economy		ECON-06/A	SECS-P/07	Core	6	40		V

*G – GRADING V – EXAM I – PASS/FAIL (Idoneità) F – ATTENDANCE

*TAF: a) basic education b) core education c) related and integrative education d) elective courses chosen by the student e) final exam and foreign language f) other activities - art. 10 c. 5 lett. d

** HOURS and type of activity L: lecture ESE: exercise Lab: laboratory SEM: seminar St: internship StE: internship abroad T: traineeship U: field trip

* 6 ECTS in the 1st year and 6 ECTS in the 2nd year to be chosen from the courses offered by the Degree Program not already selected, or from any course offered by the Department of Economics or by other Departments of the University.

** 6 ECTS in the 2nd year to be chosen between the Internship or other educational activities (organized by the Department of Economics or by other Departments of the University).

For the Internship, please refer to the “Regolamento dei tirocini curriculari”:

https://www.uninsubria.it/sites/default/files/Documenti_Orientamento/RegTirociniDiECO.pdf



ECONOMICS OF INNOVATION CURRICULUM

1st YEAR – Compulsory Courses									
SEM.	COURSE Title	MODULE Title	New S.S.D. – DM 639/2024	former S.S.D.	TYPE OF EDUCATIONAL ACTIVITY (TAF)*	ECTS	HOURS and type of activity **	PREREQUISITE COURSES (if applicable)	ASSESSMENT METHOD
I II	Advanced Business English		ANGL-01/C	L-LIN/12	Other activities	3	20		V
I	Econometrics of Competitive and Regulated Markets		ECON-05/A	SECS-P/05	Related/Integrative	12	80		V
I	Entrepreneurship and Innovation Management		ECON-07/A	SECS-P/08	Core	6	40		V
I	Quantitative Methods for Management	Mod. 1 Applied Statistics	STAT-01/B	SECS-S/02	Related/Integrative	6	40		V
II	International Trade Law		GIUR-10/A	IUS/14	Core	6	40		V
II	Quantitative Methods for Management	Mod. 2 Applied Mathematics	STAT-04/A	SECS-S/06	Core	6	40		V
	Student's Choice*		NN	NN	D/A Student's Choice	6			V
	Internship**		NN	NN	F/ Curricular and Orientation Internships	3			I

I 1st YEAR – Optional Courses – No. of ECTS to be chosen									
SEM.	COURSE Title	MODULE Title	New S.S.D. – DM 639/2024	former S.S.D.	TYPE OF EDUCATIONAL ACTIVITY (TAF)*	ECTS	HOURS and type of activity **	PREREQUISITE COURSES (if applicable)	ASSESSMENT METHOD
1 course to be chosen from:									
I	Behavioral and Experimental Economics		ECON-01/A	SECS-P/01	Core	6	40		V
	Supplementary activities for Behavioral and Experimental Economics						12		
II	Transport Economics and Innovation		ECON-04/A	SECS-P/06	Core	6	40		V
	Supplementary activities for Transport Economics and Innovation						12		
II	Topics in Innovation Economics I		ECON-04/A	SECS-P/06	Core	6	40		V
1 course to be chosen from:									
II	International Economics		ECON-01/A	SECS-P/01	Core	6	40		V
	Supplementary activities for International Economics						10		
I	Seminar in History of Innovation and Economic Growth		STEC-01/B	SECS-P/12	Core	6	40		V
II	Seminar in Industrial Dynamics and Evolution		ECON-04/A	SECS-P/06	Core	6	40		V



II	Seminar in Machine Learning and Big Data Analysis		ECON-04/A	SECS-P/06	Core	6	40		V
1 course to be chosen from:									
I	Behavioral and Experimental Economics		ECON-01/A	SECS-P/01	Core	6	40		V
	Supplementary activities for Behavioral and Experimental Economics						12		
II	Transport Economics and Innovation		ECON-04/A	SECS-P/06	Core	6	40		V
	Supplementary activities for Transport Economics and Innovation						12		
II	Topics in Innovation Economics II		ECON-04/A STAT-04/A	SECS-P/06 SECS-S/06	Core	3 3	40		V

2nd YEAR								
COURSE Title	MODULE Title	New S.S.D. – DM 639/2024	former S.S.D.	TYPE OF EDUCATIONAL ACTIVITY (TAF)*	ECTS	HOURS and type of activity **	PREREQUISITE COURSES (if applicable)	ASSESSMENT METHOD
Economics of Innovation		ECON-04/A	SECS-P/06	Core	6	40		V
Organization: People and Technologies		ECON-08/A	SECS-P/10	Core	6	40		V
International Business		ECON-07/A	SECS-P/08	Core	6	40		V
Management and Governance of Family Firms		ECON-06/A	SECS-P/07	Core	6	40		V
Student’s Choice*		NN	NN	D/A Student’s Choice	12			V
Final exam		NN	NN	E/Final exam	18			G

*G – GRADING V – EXAM I – PASS/FAIL (Idoneità) F – ATTENDANCE

*TAF: a) basic education b) core education c) related and integrative education d) elective courses chosen by the student e) final exam and foreign language f) other activities - art. 10 c. 5 lett. d

** HOURS and type of activity L: lecture Ese: exercise Lab: laboratory SEM: seminar St: internship StE: internship abroad T: traineeship U: field trip

* 6 ECTS in the 1st year and 6 ECTS in the 2nd year to be chosen from the courses offered by the Degree Program not already selected, or from any course offered by the Department of Economics or by other Departments of the University.

** 6 ECTS in the 2nd year to be chosen between the Internship or other educational activities (organized by the Department of Economics or by other Departments of the University).

For the Internship, please refer to the “Regolamento dei tirocini curriculari”:

https://www.uninsubria.it/sites/default/files/Documenti_Orientamento/RegTirociniDiECO.pdf



Annex 2 – Summary of Course Objectives (at least the compulsory ones)

Compulsory Courses – IBE Curriculum “International Business and Entrepreneurship”

Course Title	Year	Educational Objectives – Summary
Advanced Business English	1	The course aims to improve students' ability to understand and discuss financial, management, economics, and legal English. Students will widen the lexis and terminology used in finance and management through a wide range of texts and audio-visual material to develop receptive and productive skills in the context of economics. The completion of the module and successful outcome of the relevant exam awards the participants with an equivalent of English C1 level of the Common European Framework of Reference for Languages (CEFR).
Entrepreneurship and Innovation Management	1	The course aims at understanding the role of entrepreneurship and innovation in the current competitive landscape. The course provides students with invaluable management tools for the creation and management of startups and spin-off companies, as well as managing innovation processes within established corporate entities. At the end of the course students will: 1. understand the core theories used in the field of studies of entrepreneurship and innovation management; 2. manage the appropriate terminology in this field; 3. use/manage all the tools presented during the course re: startup creation, business planning, business modeling, fundraising; 4. get knowledge and skills needed to design and implement the entrepreneurial and innovation process both for new ventures and existing organizations.
Corporate Banking	1	The course analyzes major topics related to corporate financing (financial markets and intermediaries). The topics are analyzed using both the firms' perspective and the banks/lenders one. Learning Outcomes: At the end of the course students will be able to know and understand the main economic and financial variables used to evaluate different type of funding and their impact on firms' capital structure. Moreover, they should be able to make a judgment related to the acceptability of financing decisions and their impact on firm's value and its risk exposure.
Economics of Innovation	1	Technological innovation has been always considered an important driver of economic growth. The objective of this course is to offer an introduction to the main topics of the Economics of Innovation, by providing the main concepts and tools to understand and interpret the main economic drivers and consequences of technical change.



		At the end of the course the students will be able to: 1. autonomously interpret and critically discuss several topics related to the Economics of Innovation such as: • What is innovation and how do we measure it? • What is the link between innovation and economic growth? • What is the relationship between patents and innovation? • What role governments and universities play in the innovation ecosystem? • How does firm competition impact on innovation? 2. to visualize and analyze innovation data using several statistical techniques and econometric tools applied on different data sources. 3. to review the literature, collect data and produce descriptive empirical analysis to shed light on some specific issues; 4. to develop and strengthen skills in preparing public oral presentations and to sharpen their critical thinking.
Quantitative Methods for Management Mod. 1 Applied Statistics	1	The purpose of the course is to provide the students with the knowledge of the fundamentals of statistics and statistical learning for data analysis, starting from the vocabulary of statistics to model implementation and interpretation. The course is intended to have both theoretical mathematical justification of statistical analysis and practical application to real world problems. The introduction of theoretical concepts is always combined with the application of statistical methods to analyze real-world data and solve practical problems in a variety of domains including management, marketing, economics and finance. Therefore, at the end of the course the students will be able to: - transform a real-world problems into a statistical language problem - understand the main domains of applications of statistics, with particular reference to the areas of management, economics, marketing and finance - understand the main concepts of theoretical and applied statistics - model real-world data, including corporate and market data - reasonably interpret model outputs and derive implications for the specific domain of knowledge - formulate and build predictive models, forecast key variables and assess forecast uncertainty
Quantitative Methods for Management Mod. 2 Applied Mathematics	1	The course aims at introducing and developing many of the analytical tools which are used in theoretical and applied Economics and Management. At the end of the course, the student is expected to be able to: - using the basic tools and results to pose, formalize and solve an economic model and management analysis - understand the extent to which the results depend on the assumptions made about the model or analysis; - communicate findings clearly and effectively using appropriate mathematical notation and language.



International Trade Law and Transnational Business Law Mod. 1 International trade law	1	Provide a solid understanding of the main sources governing international trade law, both in relation to private actors (such as individual entrepreneurs or companies) and in relation to the role and competences of states, whether acting independently or through participation in international organisations
International Trade Law and Transnational Business Law Mod. 2 Transnational Business Law	1	The course aims to offer students the core instruments of transnational business law. It will focus on the challenges emerging from globalisation, implying the necessity for lawmakers to regulate transnational phenomena. Special attention will be devoted to the interplay between different legal regimes, expression of the necessity to regulate different phenomena, such as international investment law and climate (crisis), or business law and human rights. Special attention will be given to the regulation of contemporary societal challenges, i.e., digitalisation and sustainability, both in EU law and international law. After this course, the student should be able to: -Contextualize the development of competition law, in the EU and in the US. -Explain and apply to specific cases the regulatory pillars developed in EU law, including the Treaty provisions, the secondary law, and the case law of the Court of Justice of the EU. -Explain and apply specific cases of conflicts of rules to the regulation of transnational business phenomena.
Management and Governance of Family Firms	2	The course of Management and Governance of Family firms intends to help students: i) to deeply understand distinctive traits, evolution paths and continuity conditions of family firms, with a special focus on strategic management, organization, corporate and ownership governance as well as on transitions in leadership and ownership; ii) by this means, to actively contribute to family firms' viability in their future roles, both as family business members involved in management and governance and as non-family managers, advisors or managers of financial institutions. To reach these goals, students will be challenged to build up a solid and specific theoretical knowledge (based on textbooks and other materials) as well as to develop the ability to apply theory to cases in a problem-solving, inter- functional and inter-disciplinary perspective. At the end of the course, students will then be able to: - critically analyze concepts and models and apply them to real situations; - make diagnoses of various and complex family business issues; - identify possible solutions and evaluate their pros and cons. Such abilities will be trained in class and tested in the exam (
International Economics	2	The course aims at providing students with strong knowledge about the way the economic theory treats crucial questions related to financial and real globalisation. The course builds



		explicitly on the consideration that mainstream economics has failed in explaining the causes and consequence of the financial crisis and the recent great recession. Most of the content, therefore, will be dedicated to explain the point of view of the critical heterodox approaches to macroeconomics mainly inspired by post-keynesian scholars) which are usually neglected in traditional courses. The course deepens both real and financial aspects of the international economy. Concerning the real aspects, the analysis will focus on foreign direct investment (hosting a seminar by Janina Witkowska, University of Lodz, Poland) and on the relationship between international trade and macroeconomic equilibria. The financial analysis deals with the way financial capital, interest rates, foreign exchange rates and current account are determined and interact to each other and assesses the space for policy action. These theoretical instruments are applied and challenged by focusing on the Eurozone as a recent example of economic dilemma which can be hardly understood in the light of the conventional wisdom. Students attending the course will participate to the last part of the program actively by collecting data in order to produce descriptive empirical analysis and a final report which aims at shedding light on some specific issues.
Lean Development and Agile Methodologies	2	The course aims at understanding the basic of lean thinking and agile methodologies. The course provides an overview of lean methodologies in manufacturing, product and software development, offering tools to plan and manage projects with agile methodologies like scrum and kanban and basic understanding of software development-based projects. At the end of the course students will: - understand core principles of lean thinking - understand how lean principles are applied in manufacturing - understand how lean principles are applied in product development - understand how lean principles can be translated to software development contexts - understand how companies applying agile methodologies handle projects and planning - understand how scrum and kanban work - understand probabilistic forecasts and their advantages over traditional forecasting approaches.

Courses “to be chosen from” – IBE Curriculum “International Business and Entrepreneurship”

<i>Course Title</i>	<i>Year</i>	<i>Educational Objectives – Summary</i>
Strategic Management and Business Planning	1	The aim of the course is to provide students with specialized knowledge to create the business plan (BP), starting with the analysis of the economic-strategic viability of the project and then verifying its feasibility. At the end of the course, students will be able to understand the strategic aspects of the business plan and examine all stages of business plan preparation. They



		will also be able to directly experience the ability to construct and evaluate a business plan by analyzing the financial sustainability, both of existing and start-up companies. Students will be able to create team working and to work in team.
Open Innovation and Startup Ecosystems	1	The course is a balanced mix of theory and practice in the emerging field of the innovation, with a particular focus on open innovation and startup/scalup ecosystems. Students will understand the most advanced applications of open innovation (supported by business cases from global innovation leaders) and the principles behind the evolution of entrepreneurial ecosystems (including data analysis and international comparisons of innovation life cycles). Special seminars featuring visiting professors from San Francisco State University will enrich the learning experience. Overall course objectives involve students achieving some advanced learning outcomes, i.e.: - a thorough knowledge of what innovation is and why it is critical to an organization's success; - an understanding about the role of ecosystems and key stakeholders in driving innovation and economic growth and the role of governments; - examples of how today's entrepreneurs/managers implement open innovation practices to enable technology and strategy transformation; - issues and opportunities re: startup-corporate interaction and open innovation will be also analysed through business cases and groupworks. Therefore, at the end of the course, students will be able to: - use the appropriate terminology used in the field of study of entrepreneurship and innovation management, with a special focus on open innovation, startups and high-tech companies; - manage the appropriate tools (presented during the course) to provide (and present) a solution for the proposed challenges.
International Business	1	The course aims at providing the basics for understanding the global international business environment and main factors affecting the competitiveness of multinational enterprises in the global marketplace. The course presents internationalization theories, main drivers of internationalization, factors affecting the market selection process, the entry strategies and location choices. It also provides the framework for understanding the crisis of the globalization process in the present geopolitical framework and discusses the implication on international business and internationalization strategies of companies. The managerial implications associated with building the organization and managing the operations of multinational enterprises in a global economy are also discussed, paying attention to the impact of national/regional difference in political economy, industrial policy and culture on firm's strategic choices. The role and different forms of “psychical distance” in the



		internationalization processes are also analyzed and discussed with the support of selected case studies. The course will also provide a critical analysis of the impact of Covid-19 pandemia on both international markets and internationalization strategies of firms. On completion of the course, students are expected to be prepared both to confront the unique challenges of global business and to understand the main special problems involved in conducting international business. Students should be able to discuss, adopting a critical approach, the various theories of internationalization, the key determinants of strategy development in an international context, the alternative ways of organizing and managing the multinational enterprise.
Seminar in Entrepreneurship and Innovation Management	1	The course aims at analyzing the relationship between innovation and entrepreneurship and international management in the current competitive scenario. Innovation pervades the value chain of established companies, which very often are disrupted by new ventures with innovative value propositions. In this context managerial, organizational and financial aspects are involved and strictly intertwined with entrepreneurship and innovation. At the end of the course, the students will be able to: - discuss - by adopting the 360 perspective that academic research provides - about the emerging research issues re: innovation, entrepreneurship and international management and their link to managerial, organizational and financial aspects; - critically review and discuss the above-mentioned research topics; - manage research skills and ability re: data collection and analysis - analyze/review research papers and discuss emerging issues in the above-mentioned fields of study; - write and present a research paper, by applying the appropriate structure and terminology.
Startup Lab	1	The course is a balanced mix of theory and practice in the field of entrepreneurship and innovation. It specifically provides students with the unique opportunity to practice with technological and entrepreneurial innovation through “labs” with innovative tech companies (startups and scaleups). The management team of the company will be invited in class to present the company’s strategy, business model and plans and introduce some specific challenges it is currently facing. The students - in groups - will be required to work on solving the challenges by proposing detailed solutions to the company. A final pitching session in front of the company’s top management will close the course. Overall course objectives involve students achieving some advanced learning outcomes, i.e.: - a thorough knowledge of what innovation is and why it is critical to an organization’s success.



		- examples of how today's entrepreneurs use continuous innovation to create radically successful business with specific focus on high-tech products and markets. - an understanding of how to introduce innovative (high-tech) product/services/business model into the market. - issues and opportunities re: startup-corporate interaction and open innovation will be also analysed through business cases. Therefore, at the end of the course, students will be able to: - use the appropriate terminology used in the field of study of entrepreneurship and innovation management in high-tech companies; - manage the appropriate tools – presented during the course – to provide (and present) a solution for the proposed challenges.
International Marketing Lab	1	The course aims at providing the basics for elaborating and applying international marketing strategies in B2C, B2B or B2B2C markets paying particular attention to innovation strategies. During the LAB students will be requested to develop international marketing strategies and market analysis according to business project and goals provided by companies invited to join the Lab. Attending students will work in teams and will be called upon to formulate competitive analysis, international market segmentation and to develop marketing and business strategies for entering or fostering the firms' presence in both national and international target markets in terms of: market segmentation, international targeting and foreign customer profiling, products/services strategies (standardization versus local customization), international price strategies, distribution options and communication strategies (global versus local options). The implication of the brand management or the creation of a brand strategy to support international marketing strategies will also be part of the tasks assigned to teams. The lab offers students the chance to share with the companies and institutions involved in the Lab a concrete experience in managing the marketing function in the international marketplace and elaborate real marketing analysis and business strategies to support the firm's growth in selected markets. Students will be requested to share and discuss with the assigned companies both the drafts and the final results and to defend the marketing choices proposed. Qualified stages and thesis opportunities may arise from the Lab.
Organization: People and Technologies	2	EDUCATIONAL OBJECTIVES This is an advanced course focused on two main aspects of Organization: people working in the enterprises and information and communication technologies. The aim of the course is to equip students with tools that enable to design organizational and technological solutions for innovation in international enterprises with a socio-technical approach. LEARNING RESULTS AWAITED At the end of the course the student will be able to: 1. manage the impact of new technologies on human



		resources; 2. identify and develop key competencies in order to manage processes in an effective way considering the technological nowadays context; 3. understand that the effective human resource management is necessary to gain true competitive advantage in the marketplace, particularly underlying three challenges companies face nowadays, that are sustainability, technology and globalization; 4. discuss the issues that are changing the current role and the activities of HR function; 5. describe the ICT application framework, its impact on enterprise information systems and propose methodologies to design ICT architecture from a human resource oriented perspective. 6. join these two aspects under the project management perspective, as a method for organizing and realizing new technology-based HR systems.
Digital Economy	2	The course's purpose is to make students understand the fundamentals of digital economy for manager and entrepreneurs, from business analysis to strategy implementation. The course provides a series of concepts and frameworks which students can directly apply to strategic problems they may encounter. Throughout the course, there will be a heavy emphasis on going from concepts and market analysis to the formulation of concrete strategies. The types of firms range from pre-revenue start-ups to medium sized companies up to large multinationals. At the end of the course students have to prove they have learned the main dynamics of digital economy, the principles of digital transformation, network effects, multisided markets, platform business. Besides, they should be able to apply the main models to analyze digital economy (business model canvas, Blue Ocean strategies, network effects analysis, platform analysis, profit pools) have learned the models to analyze digital economy and to use in real industries and business cases.

Compulsory Courses – EI Curriculum “Economics of Innovation”

<i>Course Title</i>	<i>Year</i>	<i>Educational Objectives – Summary</i>
Advanced Business English	1	The course aims to improve students' ability to understand and discuss financial, management, economics, and legal English. Students will widen the lexis and terminology used in finance and management through a wide range of texts and audio-visual material to develop receptive and productive skills in the context of economics. The completion of the module and successful outcome of the relevant exam awards the participants with an equivalent of English C1 level of the Common European Framework of Reference for Languages (CEFR).



Econometrics of Competitive and Regulated Markets	1	In the last one or two decades, the classical way of teaching economics, through theoretical models and without empirical evidence, has been questioned. The prominence of this framework is caused by the fact that introductory courses are generally taught when students do not have yet the statistical skills that would allow them to appraise critically the data. The solution that has been advocated very recently is to teach theory together with data analysis. This course is structured exactly as an interplay between economic theory and econometric data analysis. Each economic topic is presented together with the econometric tool that can be used to obtain estimates connected with it. As the course progresses, an increasing number of applications of the same econometric tools will be introduced. An additional feature of the course is that the presentation of the econometric methods follows roughly their historical development. First of all, the linear regression that was introduced around 1885 by Francis Galton will be presented. The consumer and producer problems were formalized around the same time by the marginalist school. The general equilibrium theory in economics and simultaneous equations estimation in econometrics are the main contributions of the Cowles Commission, founded in 1932. Both these topics converge in the estimation of demand-supply equilibria. Then we tackle some topics that have been developed between the 30's and the 90's, and that account for some deviations from the classical description of producers, consumers and market equilibria. Then we turn to discrete choice models and their applications, a topic developed in the 70's and 80's, and that has led to a better comprehension of individual behavior. This establishes a link with behavioral and experimental economics. At last, we consider the models and methods developed in in the so-called "empirical revolution", a movement in economics that has allowed researchers to study economic phenomena from the empirical point of view with much greater efficiency and effectiveness than in the past. The most trivial competence that the student should obtain from the course is to master the interpretation of the results of OLS, IV, 2SLS and ML estimation. More ambitiously, the course aims to: - fill the gaps that students coming from heterogeneous backgrounds may have in their basic micro-economic knowledge, and - teach something about the scientific method, namely how statistical inference can help in testing hypotheses and which arrangements have to be done to this procedure in a complex context such as the economic environment.
Entrepreneurship and Innovation Management	1	The course aims at understanding the role of entrepreneurship and innovation in the current competitive landscape. The course provides students with invaluable management tools for the creation and management of startups and spin-off



		companies, as well as managing innovation processes within established corporate entities. At the end of the course students will: 1. understand the core theories used in the field of studies of entrepreneurship and innovation management; 2. manage the appropriate terminology in this field; 3. use/manage all the tools presented during the course re: startup creation, business planning, business modeling, fund raising; 4. get knowledge and skills needed to design and implement the entrepreneurial and innovation process both for new ventures and existing organizations.
Quantitative Methods for Management Mod. 1 Applied Statistics	1	The purpose of the course is to provide the students with the knowledge of the fundamentals of statistics and statistical learning for data analysis, starting from the vocabulary of statistics to model implementation and interpretation. The course is intended to have both theoretical mathematical justification of statistical analysis and practical application to real world problems. The introduction of theoretical concepts is always combined with the application of statistical methods to analyze real-world data and solve practical problems in a variety of domains including management, marketing, economics and finance. Therefore, at the end of the course the students will be able to: - transform a real-world problems into a statistical language problem - understand the main domains of applications of statistics, with particular reference to the areas of management, economics, marketing and finance - understand the main concepts of theoretical and applied statistics - model real-world data, including corporate and market data - reasonably interpret model outputs and derive implications for the specific domain of knowledge - formulate and build predictive models, forecast key variables and assess forecast uncertainty
Quantitative Methods for Management Mod. 2 Applied Mathematics	1	The course aims at introducing and developing many of the analytical tools which are used in theoretical and applied Economics and Management. At the end of the course, the student is expected to be able to: - using the basic tools and results to pose, formalize and solve an economic model and management analysis - understand the extent to which the results depend on the assumptions made about the model or analysis; - communicate findings clearly and effectively using appropriate mathematical notation and language.
International Trade Law	1	Provide a solid understanding of the main sources governing international trade law, both in relation to private actors (such as individual entrepreneurs or companies) and in relation to the role and competences of states, whether acting



		independently or through participation in international organisations
Economics of Innovation	2	Technological innovation has been always considered an important driver of economic growth. The objective of this course is to offer an introduction to the main topics of the Economics of Innovation, by providing the main concepts and tools to understand and interpret the main economic drivers and consequences of technical change. At the end of the course the students will be able to: 1. autonomously interpret and critically discuss several topics related to the Economics of Innovation such as: • What is innovation and how do we measure it? • What is the link between innovation and economic growth? • What is the relationship between patents and innovation? • What role governments and universities play in the innovation ecosystem? • How does firm competition impact on innovation? 2. to visualize and analyze innovation data using several statistical techniques and econometric tools applied on different data sources. 3. to review the literature, collect data and produce descriptive empirical analysis to shed light on some specific issues; 4. to develop and strengthen skills in preparing public oral presentations and to sharpen their critical thinking.
Organization: People and Technologies	2	This is an advanced course focused on two main aspects of Organization: people working in the enterprises and information and communication technologies. The aim of the course is to equip students with tools that enable to design organizational and technological solutions for innovation in international enterprises with a socio-technical approach. At the end of the course, the student will be able to: 1. manage the impact of new technologies on human resources; 2. identify and develop key competencies to effectively manage processes within today's technological context; 3. understand that the effective human resource management is necessary to gain true competitive advantage in the marketplace, particularly underlying three challenges companies face nowadays, that are sustainability, technology and globalization; 4. discuss the issues that are changing the current role and the activities of HR function; 5. describe the ICT application framework, its impact on enterprise information systems and propose methodologies to design ICT architecture from a human resource oriented perspective. 6. join these two aspects under the project management perspective, as a method for organizing and realizing new technology-based HR systems.



International Business	2	The course aims at providing the basics for understanding the global international business environment and main factors affecting the competitiveness of multinational enterprises in the global marketplace. The course presents internationalization theories, main drivers of internationalization, factors affecting the market selection process, the entry strategies and location choices. It also provides the framework for understanding the crisis of the globalization process in the present geopolitical framework and discusses the implications on international business and internationalization strategies of companies. The managerial implications associated with building the organization and managing the operations of multinational enterprises in a global economy are also discussed, paying attention to the impact of national/regional differences in political economy, industrial policy and culture on firm's strategic choices. The role and different forms of “psychical distance” in the internationalization processes are also analyzed and discussed with the support of selected case studies. The course will also provide a critical analysis of the impact of Covid-19 pandemic on both international markets and internationalization strategies of firms. On completion of the course, students are expected to be prepared both to confront the unique challenges of global business and to understand the main special problems involved in conducting international business. Students should be able to discuss, adopting a critical approach, the various theories of internationalization, the key determinants of strategy development in an international context, the alternative ways of organizing and managing the multinational enterprise.
Management and Governance of Family Firms	2	The course of Management and Governance of Family firms intends to help students: i) to deeply understand distinctive traits, evolution paths and continuity conditions of family firms, with a special focus on strategic management, organization, corporate and ownership governance as well as on transitions in leadership and ownership; ii) by this means, to actively contribute to family firms' viability in their future roles, both as family business members involved in management and governance and as non-family managers, advisors or managers of financial institutions. To reach these goals, students will be challenged to build up a solid and specific theoretical knowledge (based on textbooks and other materials) as well as to develop the ability to apply theory to cases in a problem-solving, inter-functional and interdisciplinary perspective. At the end of the course, students will then be able to: - critically analyze concepts and models and apply them to real situations; - make diagnoses of various and complex family business issues; - identify possible solutions and evaluate their pros and cons.



		Such abilities will be trained in class and tested in the exam.
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Courses “to be chosen from” – EI Curriculum “Economics of Innovation”

<i>Course Title</i>	<i>Year</i>	<i>Educational Objectives – Summary</i>
Behavioral and Experimental Economics	1	Behavioral and experimental economics are two flourishing research programs in recent economic analysis. Generally speaking, behavioral economics studies the effects on economic behavior of psychological factors that were neglected by traditional economic analysis, and advances a series of new models that capture those psychological factors. Experimental economics tests the validity of economic theories, traditional or behavioral they may be, by using experimental methods. Economic experiments may be conducted in artificially designed environments (laboratory experiments) or in natural settings (field experiments). In the first part of the course (30 hours), Moscati introduces the main concepts, findings, and models of behavioral economics. In the second part of the course (10 hours), Gamba introduces the methodology of experimental economics, discusses some important laboratory and field experiments, and teaches how to design a simple economic experiment. At the end of this course, the student will be able to: 1. Master the main concepts, findings, and models of behavioral economics. 2. Understand the basic principles and methodologies of experimental economics, discuss an experimental research study, and design a simple economic experiment.
Transport Economics and Innovation	1	Learning objectives The course will provide students with a solid grounding in the economics of the transportation sector, focusing on sustainability and innovation, according to climate change and sustainable development challenges. It covers the key principles governing transportation planning, investment and regulation and understanding how innovation affects transport and mobility. Main course objectives: - Understanding of the importance of transport for the economic development and of the relevance of innovation and eco-innovation for mobility and sustainability issues - Understanding of special issues related to transport and logistics industries - Apply economic knowledge to specific transport and mobility problem; - learn how to give value to non-market goods in transport The skills acquired will train the students to become applied analysts in public or private institutions and organizations. Expected learning outcomes Students should obtain basic skills in the analysis of travel demand and supply and of transportation system benefits, also considering negative externalities. Students should also be able



		to apply the acquired knowledge and the tools for critically analysing the dynamics and technological innovations affecting the market for transportation and driving sustainability. They will be able to make an oral presentation and write an essay on a specific issue.
Topics in Innovation Economics I	1	The course intends to introduce students to two fundamental topics in the economics of innovation: agent-based models (ABMs) and the economic theory of intellectual property. These two areas are increasingly central to the analysis of innovation dynamics, firm behavior, and policy design in complex economic systems. The first part of the course provides a thorough introduction to agent-based models, a class of computational models that simulate the interactions of autonomous agents—such as firms, consumers, or inventors—in order to explore emergent phenomena in innovation systems. Students will learn the basic principles of ABMs, including model design, implementation, and calibration. Emphasis will be placed on hands-on programming exercises, allowing students to build and analyze simple models that capture key innovation-related processes, such as technological diffusion, firm competition, and learning dynamics. The second part of the course turns to the economic theory of intellectual property (IP), focusing on the rationale for IP protection as a response to knowledge spillovers and the public good nature of innovation. Special attention will be given to patents, exploring their role in incentivizing R&D investment and shaping market outcomes. The course will also address the growing relevance of non-practising entities (NPEs) and their impact on innovation incentives, litigation, and patent system efficiency. By the end of the course, students should have a solid understanding of patent theory from an economic perspective, including both theoretical foundations and real-world implications. They should also be able to design and program basic agent-based models to simulate and analyze innovation processes, equipping them with both conceptual and technical tools valuable for research, policy analysis, and industry applications.
Topics in Innovation Economics II	1	The course intends to introduce students to two themes: first, classical topics and recent advances regarding mathematical aspects of risk management and their connection with economics of innovation; second, neo-Schumpeterian economics. As to the first part, the tools of risk theory endow students with an analytical mindset and a strong quantitative preparation, which forms the building block for understanding the foundations of quantitative risk theory. The course helps students tackle intriguing questions about risk in economic and financial contexts through a rigorous mathematical approach. As to the second part, the course explores the foundations and key developments of neo-Schumpeterian economics, a research tradition that builds on Joseph Schumpeter's original insights about innovation, creative destruction, and the role of



		the entrepreneur in economic development. Neo-Schumpeterian economics shifts the analytical focus from static equilibrium models to dynamic processes of change, emphasizing how technological innovation, firm heterogeneity, and knowledge accumulation drive long-term economic growth and industrial transformation. By the end of the course, students will be able, on the one hand, to understand and apply key concepts in quantitative risk theory, using mathematical tools to analyze and interpret risk-related issues in economic and financial settings, with particular attention to their implications for innovation, and, on the other hand, to have a clear understanding of the factors that make the evolution of industries and firms so dependent on their context.
Seminar in History of Innovation and Economic Growth	1	The course aims at analyzing the relationship between innovation and modern economic growth that, starting with the technological revolution of the early 19th century, interested European and Atlantic economies first, and wider areas and regions of the globe in the following two centuries. In this context, innovation gets a wider meaning, not limited to technological change. It involves other dimensions too, such as organizational change in production and distribution processes, financial innovation, the emergence of new institutions and regulations. The course focuses on those aspects and on the different “dimensions” of innovation, underlining innovation’s typologies and the consolidation of techno-economic paradigms, as well as their relations with economic growth and crises. Expected learning results At the end of the course, students will be able to: 1. find appropriate sources for their project by looking for and find out the relevant scientific literature and data on a research topic in economic history; 2. organize their material, drafting an outline and a bibliography of their research project following all appropriate academic convention 3. write a research/academic paper 4. present and defend their paper in class.
Seminar in Industrial Dynamics and Evolution	1	The course is designed to introduce students to the topic of industrial dynamics, a central area of study in understanding how industries evolve over time in response to technological change, market forces, and institutional developments. Structured as a seminar-style course, it will begin with a series of introductory lectures aimed at providing students with the foundational concepts and analytical frameworks used in the field. Following this initial phase, the majority of the course will be devoted to the in-depth discussion and critical analysis of selected academic papers drawn from the most relevant and influential literature. Students will be expected to engage actively in class discussions, develop critical thinking skills, and become familiar with different methodological approaches used to study



		industrial evolution. By the end of the course, students should be equipped with a solid understanding of the key mechanisms that drive the transformation of industrial systems, such as technological innovation, firm entry and exit, and competitive dynamics. This knowledge represents a crucial asset for those interested in careers in economic analysis, policy advising, strategic consulting, and particularly for those aiming to become market analysts, where the ability to interpret and anticipate industry trends is essential.
Seminar in Machine Learning and Big Data Analysis	1	Machine learning (ML) is a branch of Artificial Intelligence (AI) that was originally developed to enable computers to emulate human cognition and learn from training examples to predict future events. Today, ML techniques include a number of advanced statistical methods for regression and classification applied in a wide variety of fields (including medical diagnostics, credit card fraud detection, face and speech recognition and analysis of the stock market) where the main goal is to directly predict the dependent variable of interest, without focusing on the underlying relationships between the explanatory variables. The statistical methods developed in the ML literature (also known as Statistical Learning methods) have been particularly successful in “Big Data” settings, where we have either information on a large number of units, or many pieces of information on each unit (or both). The aim of this course is to present Machine Learning Techniques using an econometric perspective. During this course, students will learn the various concepts and techniques intensively used in the Machine Learning literature such as random trees, random forests, boosting, neural networks and deep learning, with the complement of many practical examples. By the end of this course students are expected to be able to master and implement most of these techniques on real data problems using the statistical software R, RStudio and Python.
International Economics	1	The course aims at providing students with strong knowledge about the way the economic theory treats crucial questions related to financial and real globalization. The course builds explicitly on the consideration that mainstream economics has failed in explaining the causes and consequence of the financial crisis and the recent great recession. Most of the content, therefore, will be dedicated to explain the point of view of the critical heterodox approaches to macroeconomics mainly inspired by post-keynesian scholars) which are usually neglected in traditional courses. The course deepens both real and financial aspects of the international economy. Concerning the real aspects, the analysis will focus on foreign direct investment (hosting a seminar by Janina Witkowska, University of Lodz, Poland) and on the relationship between international trade and



		macroeconomic equilibria. The financial analysis deals with the way financial capital, interest rates, foreign exchange rates and current account are determined and interact to each other and assesses the space for policy action. These theoretical instruments are applied and challenged by focusing on the Eurozone as a recent example of economic dilemma which can be hardly understood in the light of the conventional wisdom. Students attending the course will participate to the last part of the program actively by collecting data in order to produce descriptive empirical analysis and a final report which aims at shedding light on some specific issues.
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