



**UNIVERSITÀ DEGLI STUDI
DELL'INSUBRIA**

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

a.a. 2026/2027



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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, definizione di business model e value proposition 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 degli studenti di individuare efficaci politiche e strategie di crescita, tramite strumenti di innovazione dei processi e di internazionalizzazione che consentano loro di trovare impiego presso imprese con una forte vocazione internazionale, società di consulenza e organismi internazionali. 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 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 extra-europee. Tra questi il programma di Student Exchange con l'Indian Institute of Foreign Trade (IIFT) di New Delhi (India) cui, dal 2024-25, si è aggiunto l'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 con background non necessariamente economico, ma interessati ad 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 adeguata professionalità in organizzazioni economiche, private e pubbliche, operanti sia a livello locale e nazionale, sia a livello internazionale, nonché di avviare iniziative imprenditoriali proprie (startup/spin-off). I laureati possono collocarsi all'interno di funzioni aziendali specifiche (marketing, finanza, sales, procurement, sistemi informativi, logistica, gestione delle risorse umane), supportare il management nella definizione della strategia aziendale e del business model, oppure operare in organismi internazionali (quali Commissione Europea, OECD, ecc.), enti di ricerca e società di consulenza. I laureati GEEM possono altresì continuare il proprio percorso di studi proseguendo con un dottorato di ricerca.

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

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

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

Il Coordinatore del corso e responsabile 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 28.09.2026 al 18.12.2026
- 2° semestre dal 15.02.2027 al 28.05.2027

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

- dal 07.01.2027 al 12.02.2027 (sessione invernale)
- dal 11.06.2027 al 30.07.2027 (sessione estiva)
- dal 01.09.2027 al 10.09.2027 (sessione straordinaria)



Sono previsti 6 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 e in itinere

Le attività di orientamento in ingresso sono organizzate annualmente secondo un piano approvato dagli Organi di Governo, su proposta della Commissione Orientamento e Placement di Ateneo, istituita con lo scopo di gestire e coordinare in modo efficace le iniziative legate all'orientamento e alla transizione università-mondo del lavoro. Attraverso la partecipazione a Saloni di Orientamento e l'organizzazione di 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 interessati 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 per aiutare gli studenti a esplorare interessi e predisposizioni.

Le iniziative di orientamento del corso di laurea magistrale in Global Entrepreneurship Economics and Management sono organizzate con il supporto della Commissione Orientamento e dello 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'Insubria Open Week (settimana in cui si svolgono gli Open Day delle lauree magistrali). In occasione di tale evento, i Coordinatori dei due curricula in cui il GEEM è articolato presentano il corso di studio e le sue specificità. A tale evento partecipano anche i docenti tutor del corso di studio e il Delegato per le relazioni internazionali. Le testimonianze di studenti laureandi e laureati arricchiscono la presentazione portando la "propria esperienza" alle future matricole. In tale occasione, i Coordinatori del CdS sono a disposizione degli interessati per fornire le informazioni necessarie per aiutare gli studenti partecipanti a dipanare eventuali dubbi e consentire loro di effettuare in modo consapevole la scelta del percorso di studio da intraprendere.

I Coordinatori del CdS e i docenti tutor svolgono costante attività di orientamento e tutorato in itinere rivolta al singolo studente e/o a gruppi di studenti (ad es., con riferimento alla definizione del piano di studi e/o alla scelta di integrare il percorso di studio con una esperienza all'estero tramite i numerosi programmi di mobilità internazionale attivati nell'ambito del CdS). Con particolare riferimento ai programmi di mobilità internazionale attivati nell'ambito del CdS, i Coordinatori - con il supporto del Delegato per le relazioni internazionali e dei Delegati Erasmus del Dipartimento - organizzano durante il primo semestre brevi testimonianze in aula con studenti GEEM che negli anni precedenti hanno partecipato a tali programmi al fine di condividere la propria esperienza con le nuove matricole e creare occasioni di contatto. Inoltre, in occasione delle frequenti visite di Professori e Ricercatori stranieri con cui il GEEM ha in essere accordi di mobilità internazionale, il CdS organizza incontri di presentazione in



cui il docente in visita presenta l'ateneo partner e i programmi formativi offerti al fine di stimolare l'interesse degli studenti verso programmi Erasmus+ e Double Degree.

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

Tutorato

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, agli studenti un servizio di Counselling Psicologico per aiutarli ad affrontare difficoltà personali che ostacolano il percorso accademico, e un servizio di Tutorato per orientare e assistere gli studenti nel loro percorso di studio, con particolare attenzione a quelli con disabilità e DSA, e agli studenti stranieri in mobilità internazionale.

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 dallo Sportello 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 Tutorato, svolto da studenti dei corsi di laurea magistrale e di dottorato con specifici requisiti di merito ("tutor disciplinari"), che partecipano annualmente al bando di selezione per il conferimento di assegni per l'incentivazione delle attività di tutorato didattico-integrative, propedeutiche e di recupero. Il servizio è finalizzato a orientare e assistere gli studenti lungo l'intero percorso di studi consigliandoli sulla metodologia di studio, sull'opportunità di frequentare con regolarità le lezioni e le esercitazioni e supportandoli nella risoluzione di problemi specifici nell'attività di studio e nella preparazione degli esami di profitto. Il servizio di tutorato è



affidato alla supervisione di un docente responsabile.

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>

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 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. In un contesto caratterizzato da un sempre più accentuato processo di globalizzazione e di continua innovazione, 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, 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 più che mai necessario sviluppare capacità di analisi critica e costruttiva delle dinamiche economiche tramite appositi strumenti economico-quantitativi.

In questa ottica, il percorso di 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 agli studenti di sperimentare modalità didattiche differenti e aumentare il grado di internazionalizzazione della propria formazione;
- erogare didattica esclusivamente in lingua inglese, sia per stimolare gli studenti all'apprendimento/perfezionamento delle conoscenze linguistiche con riferimento alla terminologia specifica dell'ambito economico-aziendale, ma che rappresentano una condizione imprescindibile all'ingresso nel 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 numerose opportunità di mobilità internazionale – tra cui Double-Degree, Programmi Erasmus+, e Programmi di Student Exchange - che consentano loro di “ampliare i propri orizzonti”, entrando in contatto diretto con contesti culturali diversi da quello di origine (si veda l'art. 10 per il dettaglio);

In sintesi, il corso di laurea nel suo complesso offre ai suoi studenti la possibilità di sviluppare le competenze richieste sia dalle imprese di grandi dimensioni e multinazionali sia 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 nuovi modelli di business e di nuove realtà imprenditoriali 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. Un ingrediente importante del percorso formativo è rappresentato dalle testimonianze aziendali e di esperti economici anche stranieri, integrate all'interno dei corsi. Sono invitati in aula, per tenere dei seminari e moduli agli studenti, importanti esponenti del mondo imprenditoriale italiano e internazionale, di enti di ricerca e consulenza, e di organizzazioni economiche nazionali e internazionali. Tali incontri hanno lo scopo di avvicinare il mondo universitario al mercato del lavoro.

Risultati di apprendimento attesi

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

- a) International Business and Entrepreneurship (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, definizione di business model e value proposition 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 sia di trovare impiego in imprese italiane ed estere, sia 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 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 degli studenti di individuare efficaci politiche e strategie di crescita, tramite strumenti di innovazione dei processi e di internazionalizzazione che consentano loro di trovare impiego presso imprese con una forte vocazione internazionale, società di consulenza e organismi internazionali. 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 e 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 in mercati globali, caratterizzati da elevata competitività, innovazione e trasformazione digitale. In particolare, il laureato GEEM/IBE sviluppa conoscenze e competenze nell'ambito dell'imprenditorialità e dell'innovazione, sia per la creazione di nuove iniziative imprenditoriali sia per la gestione di processi innovativi in imprese consolidate, anche secondo modelli di open innovation. Il laureato GEEM/IBE è in grado di definire e implementare strategie di marketing e di crescita internazionale e di supportare le decisioni finanziarie orientate alla sostenibilità e allo sviluppo d'impresa. Acquisisce inoltre conoscenze sui modelli organizzativi, di governance e di gestione delle risorse umane, e ai modelli della platform economy. Le conoscenze, le competenze e le capacità di comprensione sono conseguite attraverso la partecipazione a lezioni frontali, esercitazioni e seminari, integrate da modalità didattiche innovative a forte contenuto applicativo, quali "Lab", "Seminar" e seminari tenuti da Visiting Professor. Tali attività, oltre a consentire l'applicazione concreta delle conoscenze acquisite, favoriscono l'interazione con imprese e professionisti, il confronto in contesti internazionali e lo sviluppo di capacità di analisi critica, di problem solving e delle competenze trasversali necessarie per il lavoro in team.

Il laureato GEEM/IBE è in grado di applicare in modo critico e autonomo le conoscenze acquisite all'analisi e alla gestione delle dinamiche aziendali in contesti internazionali e innovativi. In particolare, è in grado di sviluppare e valutare modelli di business e business plan, supportare processi di creazione e crescita di nuove imprese e di innovazione in organizzazioni esistenti, nonché analizzare mercati e definire strategie di internazionalizzazione e go-to-market. È inoltre in grado di contribuire ai processi decisionali aziendali valutando alternative strategiche in termini di creazione del valore. Il laureato sviluppa altresì capacità di lavorare in team multidisciplinari, affrontare casi aziendali reali, utilizzare strumenti per la risoluzione di problemi complessi e comunicare efficacemente soluzioni e risultati a interlocutori diversi (imprenditori, manager di aziende, investitori e consulenti/professionisti).

Gli *insegnamenti di area economica* permettono agli studenti di acquisire conoscenze e capacità di comprensione dei principali modelli e strumenti dell'economia internazionale e dell'innovazione, con particolare riferimento alle dinamiche della globalizzazione e dei processi di innovazione tecnologica. Di conseguenza, il laureato GEEM/IBE è in grado di applicare le conoscenze di economia applicata acquisite, sviluppando autonomia di giudizio e capacità di analisi avanzata delle diverse problematiche economiche in un contesto globale in rapido e continuo mutamento.

Gli *insegnamenti di area giuridica* consentono di acquisire elementi conoscitivi relativi alle tematiche giuridiche inerenti all'operatività d'impresa in un contesto innovativo su scala internazionale. Di conseguenza, il laureato GEEM/IBE è in grado di applicare tali conoscenze all'analisi e alla gestione dei processi di innovazione e internazionalizzazione di impresa, interpretando le fonti del diritto del commercio internazionale per supportare decisioni operative e strategiche, e individuando i meccanismi più adeguati per la gestione e la risoluzione delle controversie internazionali anche alla luce delle trasformazioni legate alla digitalizzazione e all'intelligenza artificiale. Parallelamente, gli *insegnamenti di area statistico-matematica* permettono di acquisire competenze nell'uso degli strumenti di natura quantitativa utili a supportare i processi decisionali in ambito aziendale ed economico, sviluppando la capacità di applicare metodi matematici e statistici in contesti operativi.

All'interno del percorso di studi sono previste altre attività formative che permettono agli studenti di acquisire, da un lato, un'avanzata conoscenza della lingua inglese, necessaria per affrontare i complessi



problemi economico-aziendali in uno scenario globale e, dall'altro, i principi del "lean thinking" e delle metodologie agili, con riferimento alle loro applicazioni nello sviluppo di prodotto e nella gestione dei progetti. Il laureato GEEM/IBE sviluppa quindi un'avanzata capacità di: i) espressione scritta e orale in lingua inglese, con specifica applicazione in ambito aziendale ed economico; ii) applicazione dei principi del "lean thinking" e delle metodologie agili alla pianificazione e gestione dei progetti in diversi contesti organizzativi. 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 è in grado di applicare le conoscenze acquisite alla progettazione e gestione di iniziative imprenditoriali e processi di innovazione, sia in imprese di nuova costituzione sia in organizzazioni esistenti operanti in contesti internazionali caratterizzati da trasformazione tecnologica e in rapido cambiamento. È inoltre in grado di integrare dimensioni organizzative e tecnologiche nella progettazione di sistemi e processi aziendali, operare in un contesto internazionale, valutando criticamente le alternative decisionali e le relative implicazioni.

Gli insegnamenti di *area economica* consentono, al termine del percorso di studi, di acquisire conoscenze avanzate dei modelli teorici ed empirici dell'economia applicata, con riferimento alle dinamiche dei sistemi produttivi e dei processi di sviluppo a livello locale e globale. In particolare, sviluppa competenze sui processi di innovazione tecnologica, sulle loro determinanti economiche e istituzionali, sul ruolo della concorrenza, delle dinamiche dei mercati internazionali, dei settori industriali e dei sistemi di trasporto, con attenzione ai temi della sostenibilità e della transizione tecnologica. Acquisisce inoltre competenze metodologiche e quantitative per l'analisi economica, incluse tecniche econometriche, strumenti di analisi dei dati, machine learning e approcci sperimentali. Il percorso formativo consente inoltre di sviluppare capacità di analisi critica della letteratura scientifica, costruzione e interpretazione di analisi empiriche e comunicazione dei risultati. Le conoscenze e le capacità di comprensione sono sviluppate attraverso la partecipazione a lezioni frontali, esercitazioni, seminari, integrati da modalità didattiche innovative, quali insegnamenti erogati in modalità "Seminar" e "Hackathon" e con la partecipazione di "Visiting Professor" che favoriscono l'apprendimento applicativo, il lavoro su progetti e lo sviluppo di competenze di ricerca. In questo modo, il laureato GEEM/EI è in grado di applicare con autonomia le conoscenze acquisite all'analisi e all'interpretazione di fenomeni economici complessi in contesti globali in rapido cambiamento, con particolare riferimento ai processi di innovazione, alle dinamiche industriali e ai mercati internazionali. In particolare, è in grado di raccogliere ed elaborare dati economici da diverse fonti, utilizzando strumenti econometrici avanzati e tecniche di machine learning per la costruzione di analisi empiriche e la valutazione di modelli teorici. È inoltre in grado di interpretare criticamente le interazioni tra gli attori economici, analizzare il ruolo delle politiche pubbliche e delle istituzioni nei processi di sviluppo e innovazione, nonché valutare mercati competitivi e regolati, sistemi di trasporto e dinamiche della sostenibilità. Il laureato sviluppa inoltre la capacità di strutturare analisi economiche rigorose, condurre ricerche in autonomia, discutere criticamente evidenze empiriche e comunicare in modo efficace risultati e implicazioni economiche in



contesti accademici e professionali. Tali capacità sono sviluppate anche attraverso attività di redazione, presentazione e discussione di report di natura scientifica.

Gli insegnamenti di *area giuridica* consentono agli studenti di acquisire elementi conoscitivi relativi alle tematiche giuridiche inerenti all'operatività d'impresa in un contesto innovativo su scala internazionale. Di conseguenza, il laureato GEEM/EI è in grado di applicare tali conoscenze all'analisi e alla gestione dei processi di innovazione e internazionalizzazione di impresa, interpretando le fonti del diritto del commercio internazionale per supportare decisioni operative e strategiche, e individuando i meccanismi più adeguati per la gestione e la risoluzione delle controversie internazionali. Parallelamente, gli *insegnamenti di area statistico-matematica* permettono di acquisire competenze nell'uso degli strumenti di natura quantitativa utili a supportare i processi decisionali in ambito aziendale ed economico, sviluppando la capacità di applicare metodi matematici e statistici in contesti caratterizzati da elevata incertezza in ambito economico-finanziario, sviluppando/formulando modelli previsivi e di valutazione del rischio.

All'interno del percorso formativo sono previste altre attività che permettono al laureato di acquisire, da un lato, un'avanzata conoscenza della lingua inglese necessaria per affrontare i complessi problemi economico-aziendali in uno scenario globale e, dall'altro, la capacità di redigere report di taglio scientifico che raccolgano e organizzino l'evidenza intorno a un argomento. 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**, 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

Studenti con titolo italiano o rilasciato da università dell'Unione Europea

L'accesso al Corso di studio è subordinato al possesso di specifici requisiti curriculari, definiti in coerenza con gli obiettivi formativi del Corso di Studio, e alla verifica dell'adeguatezza della preparazione personale, nel rispetto della normativa vigente.

Per l'ammissione è richiesto il possesso di due requisiti:

- laurea triennale, ovvero laurea vecchio ordinamento (quadriennale o quinquennale), oppure diploma universitario di durata triennale, o altro titolo di studio conseguito all'estero, riconosciuto idoneo secondo la normativa vigente;
- conseguimento di un voto di laurea pari o superiore a 85/110, ovvero equivalente secondo i sistemi di valutazione adottati a livello internazionale.

Il titolo di accesso deve appartenere a una delle seguenti classi di laurea, ai sensi del D.M. 270/04 (aggiornato dal D.M. 1648/23), con corrispondenza alle classi del 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), i candidati provenienti da classi di laurea differenti da quelle sopra elencate ovvero in possesso di titolo equipollente rilasciato da università



dell'Unione Europea possono accedere al corso di studio purché in possesso di un numero minimo di crediti pari a 6 in uno dei seguenti SSD: ECON-06/A ex SECS-P/07 (Economia aziendale) e/o ECON-07/A ex SECS-P/08 (Economia e gestione delle imprese), fermo restando il requisito di voto.

Per il *curriculum* in Economics of Innovation (EI), i candidati provenienti da classi di laurea differenti da quelle sopra elencate ovvero in possesso di titolo equipollente rilasciato da università dell'Unione Europea possono accedere al corso di studio purché in possesso di un numero minimo di crediti pari a 6 nel SSD ECON-05/A ex SECS-P/05 (Econometria), fermo restando il requisito di voto.

I crediti richiesti devono essere acquisiti prima dell'immatricolazione.

I candidati in possesso di un titolo di studio estero equiparabile per durata alla laurea triennale, quadriennale o specialistica/magistrale sono ammessi nel rispetto della normativa vigente e della documentazione richiesta dalla Segreteria Studenti e, per i cittadini non appartenenti all'Unione Europea, nei limiti delle quote riservate.

La verifica del possesso dei requisiti curriculari precede l'immatricolazione.

Verifica dell'adeguatezza della preparazione personale

La verifica dell'adeguatezza della preparazione dei candidati si svolge attraverso un colloquio con i coordinatori del Corso di Studio. Il colloquio è finalizzato ad accertare il possesso delle conoscenze di base nelle discipline economiche, aziendali e quantitative, e la motivazione del candidato.

L'adeguata preparazione e attitudine personale è inoltre verificata secondo le seguenti modalità:

- a) per i candidati provenienti da corsi di laurea appartenenti alle classi sopra elencate: mediante valutazione della carriera universitaria e colloquio in lingua inglese;
- b) per i candidati in possesso di titolo di studio italiano (laurea triennale ex D.M. 509/99; ex D.M. 270/04 o laurea quadriennale "vecchio ordinamento") non appartenente alle classi sopra indicate: mediante colloquio in lingua inglese, volto a valutare l'adeguatezza della preparazione complessiva e l'eventuale necessità di integrazione (prima dell'immatricolazione) nei settori scientifico-disciplinari sopra riportati;
- c) per i candidati in possesso di titolo di studio di un paese dell'Unione Europea: mediante valutazione della carriera universitaria, del curriculum e della lettera motivazionale da parte dei coordinatori del Corso di Studio, con eventuale supporto del Delegato alle Relazioni Internazionali e dello sportello Foreign Students del Dipartimento di Economia;
- d) per i candidati in possesso di titolo di studio extra-UE: mediante valutazione della carriera universitaria, del curriculum e della lettera motivazionale da parte dei coordinatori del Corso di Studio, con eventuale supporto del Delegato alle Relazioni Internazionali e dello sportello Foreign Students del Dipartimento di Economia.

Dell'esito dei colloqui viene redatto un apposito verbale. Il candidato deve provvedere a una eventuale integrazione dei crediti, nei settori scientifico-disciplinari sopra riportati, prima dell'immatricolazione, e sostenere un colloquio finale di verifica.

Conoscenza della lingua inglese

Ai sensi delle linee guida CUN per i corsi di studio internazionali, l'ammissione è subordinata alla verifica del possesso della conoscenza della lingua inglese almeno di livello B2 del Quadro Comune Europeo di Riferimento per le Lingue.

Tale requisito è verificato mediante:

- certificazione linguistica internazionale riconosciuta, conseguita da non oltre tre anni;



- superamento di un esame universitario di lingua inglese almeno di livello B2;
- conseguimento di un titolo accademico erogato integralmente in lingua inglese;
- superamento di apposita prova o corso organizzato dall'Ateneo (Centro Linguistico di Ateneo).

Le modalità sopra indicate sono considerate equivalenti ai fini dell'accertamento del livello B2.

Studenti con titolo di studio estero rilasciato da università di paesi extra UE

Requisiti curriculari minimi per candidati con titolo di studio estero extra UE

- a) laurea triennale o equivalente (bachelor's degree) in:
1. Bachelor's in economics/management/commerce
 2. Bachelor's in finance/accounting/ business administration
 3. Bachelor in Maths with a minor in Economics
 4. Bachelor's in management engineering
 5. Bachelor's in political sciences
- b) voto di laurea maggiore di:
1. sistema CGPA: 80%;
 2. "sistema francese" in base 20: 14/20;
- c) titolo conseguito dal 1° gennaio 2021 in avanti;
- d) certificato di conoscenza della lingua inglese livello B2 o superiore, ovvero MOI letter.

Procedura di ammissione per candidati cittadini extra UE, residenti in paesi extra EU, con titolo di studio rilasciato da università di paesi extra UE

I candidati con titolo di studio estero conseguito presso università di paesi extra UE devono seguire la procedura di seguito descritta:

1. I candidati compilano il modulo di preselezione disponibile al link: <https://www.uninsubria.eu/course-catalogue/course-list/degree-programs/global-entrepreneurship-economics-and-management-geem> - Sez. *Admission Requirements for non EU students* -, nel periodo 28 gennaio 2026 - 31 maggio 2026.
2. A seguito della preselezione i candidati non idonei ricevono comunicazione di non ammissione dallo sportello Foreign Students. I candidati preselezionati per l'ammissione, invece, ricevono dallo sportello Foreign Students l'invito a inviare la seguente documentazione all'indirizzo e-mail foreign.students.eco@uninsubria.it:
 - diploma di laurea con votazione finale;
 - certificato di laurea con esami sostenuti e relativi CFU e voti;
 - certificazione della conoscenza della lingua inglese;
 - fotocopia del passaporto;
 - *curriculum vitae*;
 - lettera motivazionale.
3. A seguito della valutazione della documentazione presentata, lo sportello Foreign Students comunica l'esito della valutazione ai candidati ed invita gli idonei a procedere alla preiscrizione sul portale University <https://www.university.it> entro il 30 giugno 2026. Quindi il CdS, tramite la piattaforma University, provvede a validare la preiscrizione e a trasmettere per via telematica la lettera di ammissione alla rappresentanza diplomatica italiana competente per l'avvio delle procedure di rilascio del visto.



4. Contemporaneamente, il candidato effettua la preiscrizione al Corso di Studio al seguente link: <https://www.uninsubria.eu/services/uninsubria-living/enrollment-procedures> seguendo la procedura on-line sull'applicativo Esse3. Tra luglio e ottobre 2026, il candidato è invitato a un colloquio, in lingua inglese, con i coordinatori del Corso di Studio, atto a verificare l'adeguatezza della preparazione al fine di affrontare efficacemente il percorso di studi; il colloquio avviene in modalità telematica con l'utilizzo della piattaforma Microsoft Teams.

L'ammissione dei candidati cittadini extra UE, residenti in paesi extra EU e/o con titolo di studio rilasciato da università di paesi non appartenenti all'Unione Europea avviene nel rispetto delle disposizioni vigenti e delle quote riservate. Qualora il numero delle domande ecceda la capacità programmata, l'ammissione avviene sulla base di una valutazione comparativa dei candidati, effettuata secondo valutazioni di merito, qualità e coerenza di curriculum vitae, percorso formativo e motivazioni adottate.

Presentazione domanda di ammissione (pre-iscrizione): per tutti i candidati

Per accedere alla verifica del possesso dei requisiti curriculari e dell'adeguatezza della personale preparazione è necessario presentare apposita domanda di ammissione (preiscrizione). Dal momento dell'apertura delle iscrizioni, le domande di ammissione vanno indirizzate esclusivamente alla Segreteria Studenti di Ateneo (e-mail: segrstudenti.va@uninsubria.it). I termini per la presentazione della domanda vanno dal 1 luglio 2026 al 31 ottobre 2026.

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 un corso di laurea magistrale di altro Ateneo, di passaggio di corso (Università degli Studi dell'Insubria) o di provenienza da un corso di laurea magistrale da Ateneo straniero, il CdS procede alla verifica dei requisiti di accesso e dell'adeguatezza della preparazione personale come sopra indicato e assicura, tenuto conto degli specifici obiettivi formativi del corso di laurea e, comunque, nel rispetto dei vincoli formativi stabiliti dal vigente Ordinamento Didattico del CdS, il riconoscimento del maggior numero possibile di CFU già acquisiti.

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).

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) 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, a livello sia locale sia globale in una logica GLocal.

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**: corsi con forte taglio operativo e focalizzati su tematiche legate all'imprenditorialità, all'innovazione (secondo modelli di open innovation) e al marketing internazionale, che rappresentano un'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 l'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;
- **"Hackathon"**: corsi nei quali, dopo alcune lezioni introduttive, gli studenti interagiscono su progetti collaborativi di analisi dei dati e 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 un'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-co-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 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:** attività che consente di chiarire i contenuti delle lezioni mediante lo sviluppo di applicazioni. Non 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 il tirocinio è riconosciuto nel piano di studio per 6 CFU, cui corrisponde un impegno minimo pari a 200 ore; è consentito svolgere un numero di ore superiore (fino a un massimo di 12 mesi, presso lo stesso soggetto ospitante), al fine di ampliare l'esperienza formativa e favorire lo sviluppo delle competenze trasversali (soft skills);
- **tirocinio/stage:** per il curriculum EI il tirocinio è riconosciuto nel piano di studio per 3 CFU, cui corrisponde un impegno minimo pari a 100 ore; è consentito svolgere un numero di ore superiore (fino a un massimo di 12 mesi), al fine di ampliare l'esperienza formativa e favorire lo sviluppo delle competenze trasversali (soft skills).

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

<https://www.uninsubria.it/servizi/tutti-i-servizi/servizio-stage-dieco>

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 *International Business and Entrepreneurship* sono previsti:

- al primo anno, 6 CFU di insegnamenti a scelta libera;
- al secondo anno, 6 CFU di insegnamenti a scelta libera e 6 CFU dedicati a stage/tirocinio o attività alternativa.

Per il curriculum *Economics of Innovation* sono previsti:

- al primo anno, 6 CFU di insegnamenti a scelta libera e 3 CFU di stage/tirocinio o attività alternativa;
- al secondo anno, 12 CFU di insegnamenti a scelta libera.

I Coordinatori del CdS svolgono colloqui orientativi a supporto della definizione del piano di studi. Per la scelta di insegnamenti liberi non inclusi nell'elenco previsto dal proprio curriculum, lo studente deve rivolgersi al Responsabile del curriculum.

I piani di studio conformi all'offerta formativa del CdS sono approvati automaticamente dalla Segreteria Studenti.

Lo studente può presentare un piano di studio individuale, purché coerente con il progetto culturale e con gli obiettivi formativi del CdS. Il piano deve essere sottoposto all'approvazione del Responsabile del curriculum, corredato da adeguata motivazione. Il Responsabile ne verifica la coerenza e può richiedere eventuali modifiche.

Il piano di studio deve essere presentato al primo anno, entro le scadenze fissate annualmente dalla Segreteria Studenti e pubblicate al seguente link: <https://www.uninsubria.it/formazione/consigli-e-risorse-utili/piano-di-studio>

La compilazione avviene online tramite l'area riservata del sistema ESSE3, indicando:

- gli insegnamenti previsti nelle "rose di scelta", come riportati nel piano degli studi;
- gli insegnamenti a scelta dello studente (TAF D).

Il piano di studio individuale può essere presentato o modificato ogni anno accademico, entro i termini stabiliti dalla Segreteria Studenti e previo rinnovo dell'iscrizione.

Insegnamenti a scelta dello studente (lettera D)

Nell'ambito degli "Insegnamenti a scelta dello studente", gli studenti, al 1° anno, possono scegliere tra gli insegnamenti offerti dal CdS (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 Responsabile del curriculum).



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:

- insegnamenti offerti dal CdS, ove non già scelti, o in altri CdS erogati dal Dipartimento o dall'Ateneo (per quest'ultimi è necessaria l'approvazione da parte del Responsabile del curriculum);
- stage/tirocini;
- attività programmate dal Dipartimento e pubblicizzate annualmente che prevedano il riconoscimento di CFU;
- attività programmate dal *Teaching Learning Center* di Ateneo che consentono l'acquisizione di competenze trasversali e il riconoscimento di CFU a seguito di delibera del Consiglio di Dipartimento.

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)
- BEC VANTAGE (Business English Certificate)
- LINGUASKILL BUSINESS (Business English Certificate)
- TOEIC 4-SKILLS (Test of English for International Communication)

I certificati BEC non sono più rilasciati dal 2023, tuttavia restano validi fino al 2030. Gli altri certificati hanno una validità di 5 anni.

L'elenco aggiornato delle certificazioni riconosciute con la corrispondenza in termini di voti (in 30esimi) 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

Gli insegnamenti e le attività formative inseriti nel piano di studi in aggiunta a quelli necessari per il conseguimento del titolo sono considerati in sovrannumero. I relativi crediti formativi universitari (CFU), acquisiti oltre i 120 CFU richiesti, vengono comunque registrati nella carriera dello studente e possono essere oggetto di successivo riconoscimento secondo la normativa vigente. Le valutazioni conseguite in tali attività non sono incluse nel calcolo della media degli esami di profitto, ai sensi dell'art. 20, comma 5, del Regolamento Didattico di Ateneo.

Art. 10 - Opportunità offerte durante il percorso formativo



Internazionalizzazione

Come riportato in precedenza, l'internazionalizzazione rappresenta un aspetto fondamentale del percorso formativo e 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 55 Università di 14 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. Il Delegato per le relazioni internazionali e il Delegato Erasmus del CdS aiutano e consigliano gli studenti nella compilazione del *Learning Agreement*; approvano il *Learning Agreement* 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 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 come previsto dalle relative Convenzioni nella gestione del programma di Double Degree e del relativo piano di studio, 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).

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 la Kaunas University of Technology – School of Economics and Business (Kaunas, Lituania). Sono inoltre attivi due programmi di mobilità internazionale (extra-UE): uno siglato con l'Indian Institute of Foreign Trade (IIFT, Deemed University) of New Delhi (India), cui si è aggiunto - dall'a.a. 2024/25 - 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 concordato con il 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 1° semestre viene 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. Il Delegato per le relazioni internazionali e il Delegato Erasmus+ del CdS supportano gli studenti ammessi al programma 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 il Delegato per le relazioni internazionali e il Delegato Erasmus+ del CdS, sulla base del learning agreement e del transcript of records, convalidano gli esami sostenuti all'estero.

Studenti in entrata:

Gli studenti provenienti dalle Università estere con cui vige un accordo di Double Degree sono tenuti a regolarizzare la loro iscrizione presso la nostra Università tramite il portale utilizzato dagli Incoming Erasmus Students <https://www.uninsubria.eu/node/638>. Alla domanda di iscrizione gli studenti stranieri devono allegare il Transcript of Records e il Learning Agreement firmato dal Responsabile della mobilità internazionale dell'Università di provenienza. All'arrivo degli studenti presso l'Ateneo, la Segreteria Studenti provvede alla loro regolare immatricolazione.

Sportello Foreign Students

Il Dipartimento ha istituito lo Sportello Foreign Students (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) – e più in generale per gli studenti iscritti al GEEM e partecipanti ai vari programmi di mobilità internazionale – nonché di gestione delle relative pratiche amministrative.

Descrizione link: Programmi di mobilità internazionale per studenti

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

Tirocinio/Stage e Placement

Il tirocinio formativo/stage 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/stage, gli studenti possono ottenere CFU secondo il proprio piano di studio.



Il Dipartimento di Economia ha istituito lo Sportello Stage e Orientamento che lavora a stretto contatto con la Commissione Stage e Placement. In particolare, lo Sportello Stage e Orientamento 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 Piattaforma Placement Almalaurea lo studente può scegliere il soggetto ospitante fra coloro che hanno pubblicato la propria offerta di tirocinio/stage 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 tirocini/stage curriculari per gli studenti;
- supporto agli studenti per la ricerca di tirocini/stage, utilizzo della piattaforma Placement e attivazione tirocini/stage;
- gestione di finanziamenti e borse lavoro erogati da enti esterni per l'attivazione di tirocini/stage curriculari ed extra-curriculari;
- pubblicazione delle offerte di tirocinio proposte dalle aziende/enti;
- supporto alle aziende/enti esterni nella gestione dei tirocini/stage;
- organizzazione di eventi di raccordo con il mondo del lavoro.

Per quanto riguarda l'Accompagnamento al lavoro, l'ufficio Orientamento e placement gestisce i servizi di placement/accompagnamento al lavoro a livello di Ateneo. Negli ultimi anni è stato dedicato ampio spazio alle competenze trasversali necessarie per la costruzione di una carriera di successo, nonché alla fase di preparazione di un curriculum vitae e di un colloquio di lavoro, anche attraverso il coinvolgimento di professionisti esterni esperti di networking, public speaking e recruiting. Il Dipartimento di Economia contribuisce al Career Day di Ateneo ospitando, nell'ambito delle attività didattiche, enti/imprese e professionisti finalizzati alla presentazione delle rispettive realtà professionali e allo svolgimento di colloqui conoscitivi con gli studenti che ne fanno richiesta.

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

Il sistema di Assicurazione della Qualità (AQ) del Corso di Studio (CdS) è strutturato in modo articolato e coinvolge diversi organi con ruoli e responsabilità definiti, in coerenza con le linee guida di Ateneo. Gli organi di riferimento sono il Consiglio di Dipartimento, l'eventuale Giunta di Dipartimento (se nominata), la Commissione Paritetica Docenti-Studenti (CPDS) e la Commissione per l'Assicurazione Interna della Qualità del CdS (AiQua).

Il Consiglio di Dipartimento è l'organo deliberante e di indirizzo. Si riunisce di norma con cadenza mensile per la gestione ordinaria del Dipartimento e del CdS e per deliberare sulle attività istruttorie predisposte dalle commissioni delegate. In tale sede vengono approvati e monitorati i principali processi relativi alla programmazione didattica (istituzione, attivazione e disattivazione dei CdS, offerta formativa, modalità di accesso, definizione del potenziale formativo, calendario didattico, copertura degli insegnamenti e didattica integrativa) alle attività di orientamento e alle convenzioni nazionali e internazionali. Il Consiglio esercita, inoltre, una funzione di supervisione del sistema di AQ, esaminando gli esiti delle attività di monitoraggio e valutazione del CdS e deliberando eventuali interventi correttivi.

Il Coordinatore del CdS svolge un ruolo centrale nel sistema di AQ: coordina le attività didattiche e organizzative, presiede la Commissione AiQua ed è responsabile della pianificazione, attuazione e monitoraggio delle azioni di miglioramento, nonché della redazione della documentazione ufficiale.

Il Coordinatore del CdS presiede il Comitato di Indirizzo e cura le attività di consultazione degli stakeholder, assicurando il costante raccordo con il mondo del lavoro e il conseguente aggiornamento e miglioramento dell'offerta formativa.

La Commissione AiQua rappresenta l'organo operativo dell'AQ a livello di CdS e svolge un ruolo fondamentale nella gestione dei processi di qualità della didattica, attraverso attività di progettazione, attuazione, controllo e monitoraggio. Supporta il Coordinatore nella gestione dell'offerta formativa e cura la redazione dei principali documenti di AQ, tra cui la Scheda Unica Annuale del CdS (SUA-CdS), la Scheda di Monitoraggio Annuale (SMA) e il Rapporto di Riesame Ciclico (RRC). A tal fine, analizza sistematicamente i dati disponibili, con particolare riferimento agli indicatori di monitoraggio, agli esiti dei questionari di valutazione della didattica, dell'organizzazione dei servizi e dei tirocini, nonché alle indagini su laureandi e laureati (in particolare quelle di AlmaLaurea relative alla soddisfazione e alla condizione occupazionale).

La Commissione esamina inoltre le relazioni del Nucleo di Valutazione (NdV) e della CPDS, portando all'attenzione del CdS eventuali criticità e formulando proposte di miglioramento. Valuta l'andamento complessivo del CdS con riferimento alla didattica, alla regolarità delle carriere, all'internazionalizzazione, alla soddisfazione degli studenti e alla condizione occupazionale dei laureati, assicurando un monitoraggio continuo. I risultati delle attività sono periodicamente presentati al Consiglio di Dipartimento, al fine di garantire un efficace flusso informativo e supportare i processi decisionali.

Nello svolgimento delle proprie funzioni, la Commissione AiQua si avvale del supporto di un Manager della Qualità (MDQ) della struttura didattica di riferimento, che partecipa ai lavori, fornisce supporto amministrativo, mette a disposizione i dati necessari alla redazione dei documenti e contribuisce a facilitare il flusso informativo e documentale.



La Commissione Paritetica Docenti-Studenti (CPDS) svolge attività di monitoraggio e valutazione dei CdS. Analizza i risultati dei questionari di valutazione della didattica e del progetto Good Practice, esamina gli indicatori e la Scheda di Monitoraggio, individua criticità e formula proposte di miglioramento. Redige annualmente la Relazione Annuale che rappresenta un contributo essenziale per le attività della Commissione AiQua e per le decisioni del Consiglio di Dipartimento, mantenendo un confronto costante anche con i Coordinatori dei CdS.

In tutti gli organi è assicurata la presenza della componente studentesca, che contribuisce attivamente al sistema di AQ segnalando criticità, proponendo miglioramenti e verificando la trasparenza e l'accessibilità delle informazioni.

Le attività degli organi collegiali sono documentate mediante verbali e si svolgono nel rispetto delle scadenze stabilite dagli organi accademici e dal MUR. Maggiori informazioni sul sistema di AQ e sulla Commissione AiQua sono disponibili ai seguenti link:
<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-global>

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.

ALLEGATI

Allegato 1 – Piano degli studi

Allegato 2 – Sintesi degli obiettivi degli insegnamenti (almeno gli obbligatori sia comuni che di indirizzo)



Allegato 1 – Piano degli studi

Piano degli studi

CURRICULUM IN INTERNATIONAL BUSINESS AND ENTREPRENEURSHIP

I ANNO obbligatori									
SEM.	Denominazione INSEGNAMENTO	Denominazione MODULO	Nuovo S.S.D. – DM 639/2024	ex S.S.D.	TIPO DI ATTIVITÀ FORMATIVA (TAF)*	CFU	ORE e tipologia attività **	INSEGNAMENTI PROPEDEUTICI (se previsti)	MODALITÀ DI VERIFICA
I II ciclo	Advanced Business English		ANGL-01/C	L-LIN/12	Altre attività	3	20		V
I	Corporate Banking		ECON-09/B	SECS-P/11	Caratterizzante	6	40		V
I	Economics of Innovation		ECON-04/A	SECS-P/06	Caratterizzante	6	40		V
I	Supplementary Teaching Economics of Innovation							12	
I	Entrepreneurship and Innovation Management		ECON-07/A	SECS-P/08	Caratterizzante	6	40		V
I	Quantitative Methods for Management	Mod. 1 Applied Statistics	STAT-01/B	SECS-S/02	Affine/Integrativa	6	40		V
II	International Trade Law and Transnational Business Law	Mod. 1 International Trade Law	GIUR-10/A	IUS/14	Caratterizzante	6	40		V
II	International Trade Law and Transnational Business Law	Mod. 2 Transnational Business Law	GIUR-09/A	IUS/13	Affine/Integrativa	6	40		V
II	Quantitative Methods for Management	Mod. 2 Applied Mathematics	STAT-04/A	SECS-S/06	Caratterizzante	6	40		V
	A scelta dello studente*		NN	NN	D/A scelta dello studente	6			V

I ANNO opzionali									
SEM.	Denominazione INSEGNAMENTO	Denominazione MODULO	Nuovo S.S.D. – DM 639/2024	S.S.D.	TIPO DI ATTIVITÀ FORMATIVA (TAF)*	CFU	ORE e tipologia attività **	INSEGNAMENTI PROPEDEUTICI (se previsti)	MODALITÀ DI VERIFICA
1 insegnamento a scelta tra:									
I	Startup Lab		ECON-07/A	SECS-P/08	Caratterizzante	6	40		V
	Supplementary Teaching Startup Lab							10	
I	International Marketing Lab		ECON-07/A	SECS-P/08	Caratterizzante	6	40		V
1 insegnamento a scelta tra:									
II	Strategic Management and Business Planning		ECON-06/A	SECS-P/07	Caratterizzante	6	40		V
II	Open Innovation and Startup Ecosystems		ECON-07/A	SECS-P/08	Caratterizzante	6	40		
	Supplementary Teaching Open Innovation and Startup Ecosystems							12	



1 insegnamento a scelta tra:									
II	International Business		ECON-07/A	SECS-P/08	Caratterizzante	6	40		V
II	Seminar in Entrepreneurship and Innovation Management		ECON-07/A	SECS-P/08	Caratterizzante	6	40		V
	Supplementary Teaching Seminar in Entrepreneurship and Innovation Management					12			

II ANNO obbligatori

Denominazione INSEGNAMENTO	Denominazione MODULO	Nuovo S.S.D. – DM 639/2024	ex S.S.D.	TIPO DI ATTIVITÀ FORMATIVA (TAF)*	CFU	ORE e tipologia attività **	INSEGNAMENTI PROPEDEUTICI (se previsti)	MODALITÀ DI VERIFICA	
Lean Development and Agile Methodologies		INFO-01/A	INF/01	Altre attività	3	20		V	
International Economics		ECON-01/A	SECS-P/01	Caratterizzante	6	40		V	
Management and Governance of Family Firms		ECON-06/A	SECS-P/07	Caratterizzante	6	40		V	
1 insegnamento a scelta tra:									
A scelta dello studente*		NN	NN	D/A scelta dello studente	6			V	
Stage**		NN	NN	F/Tirocini formativi e di orientamento	6			I	
Prova finale		NN	NN	E/Prova finale	18			G	

II ANNO opzionali

Denominazione INSEGNAMENTO	Denominazione MODULO	Nuovo S.S.D. – DM 639/2024	S.S.D.	TIPO DI ATTIVITÀ FORMATIVA (TAF)*	CFU	ORE e tipologia attività **	INSEGNAMENTI PROPEDEUTICI (se previsti)	MODALITÀ DI VERIFICA	
1 insegnamento a scelta tra:									
Organization: People and Technologies		ECON-08/A	SECS-P/10	Caratterizzante	6	40		V	
Digital Economy		ECON-06/A	SECS-P/07	Caratterizzante	6	40		V	

*G – GIUDIZIO V – ESAME I – IDONEITÀ F – FREQUENZA

***TAF:** **a)** formazione di base **b)** formazione caratterizzante **c)** formazione affine e integrativa **d)** scelte autonome dello studente **e)** prova finale e lingua straniera **f)** altre attività -art. 10 c. 5 lett. d

****ORE** e tipologia attività **L:** lezione **Ese:** esercitazione **Lab:** laboratorio **SEM:** seminario **St:** stage **StE:** stage presso struttura estera **T:** tirocinio **U:** uscita sul campo

* 6 CFU al I anno e 6 CFU al II anno a scelta tra gli insegnamenti offerti dal CdS non opzionati o tra qualsiasi insegnamento attivato presso il Dipartimento di Economia o presso altri Dipartimenti dell'Ateneo.

** 6 CFU al II anno a scelta tra lo Stage o altre attività formative (organizzate dal Dipartimento di Economia o da altri Dipartimenti dell'Ateneo).

Per lo Stage si rimanda al Regolamento dei tirocini curriculari:

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



CURRICULUM IN ECONOMICS OF INNOVATION

I ANNO obbligatori									
SEM.	Denominazione INSEGNAMENTO	Denominazione MODULO	Nuovo S.S.D. – DM 639/2024	ex S.S.D.	TIPO DI ATTIVITÀ FORMATIVA (TAF)*	CFU	ORE e tipologia attività **	INSEGNAMENTI PROPEDEUTICI (se previsti)	MODALITÀ DI VERIFICA
I II ciclo	Advanced Business English		ANGL-01/C	L-LIN/12	Altre attività	3	20		V
I	Econometrics of Competitive and Regulated Markets		ECON-05/A	SECS-P/05	Affine/Integrativa	12	80		V
I	Entrepreneurship and Innovation Management		ECON-07/A	SECS-P/08	Caratterizzante	6	40		V
I	Quantitative Methods for Management	Mod. 1 Applied Statistics	STAT-01/B	SECS-S/02	Affine/Integrativa	6	40		V
II	International Trade Law		GIUR-10/A	IUS/14	Caratterizzante	6	40		V
II	Quantitative Methods for Management	Mod. 2 Applied Mathematics	STAT-04/A	SECS-S/06	Caratterizzante	6	40		V
	A scelta dello studente*		NN	NN	D/A scelta dello studente	6			V
	Stage**		NN	NN	F/Tirocini formativi e di orientamento	3			I

I ANNO opzionali									
SEM.	Denominazione INSEGNAMENTO	Denominazione MODULO	Nuovo S.S.D. – DM 639/2024	S.S.D.	TIPO DI ATTIVITÀ FORMATIVA (TAF)*	CFU	ORE e tipologia attività **	INSEGNAMENTI PROPEDEUTICI (se previsti)	MODALITÀ DI VERIFICA
1 insegnamento a scelta tra:									
I	Behavioral and Experimental Economics		ECON-01/A	SECS-P/01	Caratterizzante	6	40		V
	Supplementary Teaching Behavioral and Experimental Economics						12		
II	Transport Economics and Innovation		ECON-04/A	SECS-P/06	Caratterizzante	6	40		V
I	Topics in Innovation Economics I		ECON-04/A	SECS-P/06	Caratterizzante	6	40		V
1 insegnamento a scelta tra:									
II	International Economics		ECON-01/A	SECS-P/01	Caratterizzante	6	40		V
	Supplementary Teaching International Economics						10		
I	Seminar in History of Innovation and Economic Growth		STEC-01/B	SECS-P/12	Caratterizzante	6	40		V
II	Seminar in Industrial Dynamics and Evolution		ECON-04/A	SECS-P/06	Caratterizzante	6	40		V
II	Seminar in Machine Learning and Big Data Analysis		ECON-04/A	SECS-P/06	Caratterizzante	6	40		V



1 insegnamento a scelta tra:									
I	Behavioral and Experimental Economics		ECON-01/A	SECS-P/01	Caratterizzante	6	40		V
	Supplementary Teaching Behavioral and Experimental Economic						12		
II	Transport Economics and Innovation		ECON-04/A	SECS-P/06	Caratterizzante	6	40		V
II	Topics in Innovation Economics II		ECON-04/A STAT-04/A	SECS-P/06 SECS-S/06	Caratterizzante	3 3	40		V

II ANNO									
Denominazione INSEGNAMENTO	Denominazione MODULO	Nuovo S.S.D. – DM 639/2024	ex S.S.D.	TIPO DI ATTIVITÀ FORMATIVA (TAF)*	CFU	ORE e tipologia attività **	INSEGNAMENTI PROPEDEUTICI (se Previsti)	MODALITÀ DI VERIFICA	
Economics of Innovation		ECON-04/A	SECS-P/06	Caratterizzante	6	40		V	
Organization: People and Technologies		ECON-08/A	SECS-P/10	Caratterizzante	6	40		V	
International Business		ECON-07/A	SECS-P/08	Caratterizzante	6	40		V	
Management and Governance of Family Firms		ECON-06/A	SECS-P/07	Caratterizzante	6	40		V	
A scelta dello studente*		NN	NN	D/A scelta dello studente	12			V	
Prova finale		NN	NN	E/Prova finale	18			G	

*G – GIUDIZIO V – ESAME I – IDONEITÀ F – FREQUENZA

***TAF:** **a)** formazione di base **b)** formazione caratterizzante **c)** formazione affine e integrativa **d)** scelte autonome dello studente **e)** prova finale e lingua straniera **f)** altre attività -art. 10 c. 5 lett. d

****ORE e tipologia attività** **L:** lezione **Ese:** esercitazione **Lab:** laboratorio **SEM:** seminario **St:** stage **StE:** stage presso struttura estera **T:** tirocinio **U:** uscita sul campo

* 6 CFU al I anno e 12 CFU al II anno a scelta tra gli insegnamenti offerti dal CdS non opzionati o tra qualsiasi insegnamento attivato presso il Dipartimento di Economia o presso altri Dipartimenti dell'Ateneo.

** 3 CFU al I anno a scelta tra lo Stage o altre attività formative (organizzate dal Dipartimento di Economia o da altri Dipartimenti dell'Ateneo).

Per lo Stage si rimanda al Regolamento dei tirocini curriculari:

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



Allegato 2 – Sintesi degli obiettivi degli insegnamenti

Insegnamenti obbligatori CVIBE “International Business and Entrepreneurship”

<i>Denominazione insegnamento</i>	<i>Anno</i>	<i>Obiettivi formativi – sintesi</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).
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: <ul style="list-style-type: none"> - understand the core theories used in the field of studies of entrepreneurship and innovation management; - manage the appropriate terminology in this field; - use/manage all the tools presented during the course re: startup creation, business planning, business modeling, fundraising; - 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. At the end of the course students will be able to: <ul style="list-style-type: none"> - understand the main economic and financial variables used to evaluate different types of funding and their impact on firms' capital structure; - 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	The course provides a robust foundation in the economics of innovation, equipping students with the core concepts and analytical tools necessary to understand technological change, its economic drivers, and its consequences. At the end of the course, students will be able to: <ul style="list-style-type: none"> - critically analyze key issues, including innovation measurement, the link between innovation and economic growth, the role of patents, and the function



		<p>of governments and universities within the innovation ecosystem;</p> <ul style="list-style-type: none"> - apply statistical and econometric techniques to analyze innovation data from diverse sources; - conduct empirical research by reviewing literature, collecting data, and performing descriptive analysis on specific innovation topics; - enhance professional competencies in critical thinking and public oral presentation.
<p>Quantitative Methods for Management Mod. 1 Applied Statistics Mod. 2 Applied Mathematics</p>	1	<p>The purpose of the course is to provide the students with the knowledge of the fundamentals of statistics and data analysis, starting from the vocabulary of statistics to model implementation and interpretation. The course is intended to provide both theoretical mathematical justifications of statistical analysis and practical applications to real-world problems characterized by high uncertainty and rapid changes. 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.</p> <p>Therefore, at the end of the course the students will be able to:</p> <ul style="list-style-type: none"> - understand the main concepts of theoretical and applied statistics; - understand the main domains of applications of statistics, with particular reference to the areas of management, economics, marketing and finance; - transform a real-world problem into a statistical language problem; - 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.
<p>International Trade Law and Transnational Business Law Mod. 1 International trade law Mod. 2 Transnational Business Law</p>		<p>The course aims at providing students with in-depth knowledge of the rules governing international trade and how to best face from a legal perspective the major challenges that entrepreneurs, managers and consultants have to face when promoting business abroad.</p> <p>At the end of the course students will be able to:</p> <ul style="list-style-type: none"> - use the appropriate terminology used in the field of study to negotiate and conclude agreements and other forms of cooperation with international business partners; - understand the main sources governing international trade law, both regarding relations between private individuals (individual entrepreneurs or companies) and regarding the role and competences of States, individually or through participation in international organizations;



		<ul style="list-style-type: none"> - understand the economic and legal foundations of EU competition law, and navigate the complexity of the EC Merger Regulation; - navigate the complex mechanisms for resolving international disputes through the analysis of the main conventions on judicial; - understand and discuss challenges posed by digitalization and artificial intelligence.
Management and Governance of Family Firms	2	<p>The course 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.</p> <p>At the end of the course, students will then be able to:</p> <ul style="list-style-type: none"> - critically analyze concepts and models and apply them to real situations; - make diagnoses of various and complex family business issues; - identify – and discuss – possible solutions and evaluate their pros and cons.
International Economics	2	<p>The course aims at providing students with strong knowledge about the way 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 explaining the point of view of the critical heterodox approaches to macroeconomics mainly inspired by post-keynesian scholars, which are usually neglected in traditional courses.</p> <p>At the end of the course student will be able to:</p> <ul style="list-style-type: none"> - collect data in order to produce descriptive empirical analyses and reports; - understand macroeconomic reality as dealt with in specialized non-academic outlets; - compare and analyze real and financial phenomena; - interpret global phenomena at the light of orthodox and heterodox macroeconomic theories.
Lean Development and Agile Methodologies	2	<p>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</p>



		<p>agile methodologies like scrum and kanban and basic understanding of software development-based projects.</p> <p>At the end of the course students will:</p> <ul style="list-style-type: none"> - understand core principles of lean thinking; - understand how lean principles are applied in manufacturing and 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.
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Insegnamenti “a scelta tra” CV IBE “International Business and Entrepreneurship”

<i>Denominazione insegnamento</i>	<i>Anno</i>	<i>Obiettivi formativi – sintesi</i>
Strategic Management and Business Planning	1	<p>The aim of the course is to provide students with specialized knowledge to create a business plan (BP), starting with the analysis of the economic-strategic viability of the project and then verifying its feasibility. Particular attention is devoted to growth strategies, financial decision-making, and value creation.</p> <p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> - understand the strategic aspects of the business plan and examine all stages of business plan preparation; - evaluate and design growth strategies, assessing their coherence with the firm's objectives and competitive environment; - construct and evaluate a business plan by analyzing the financial sustainability of both existing and start-up companies; - prepare provisional financial statements; apply financial analysis tools and decision-making models to support business growth and long-term sustainability; - analyze alternative strategic options, evaluating their impact in terms of value creation; - create and organize team work.
Open Innovation and Startup Ecosystems	1	<p>The course is a balanced mix of theory and practice in the emerging field of innovation, with a particular focus on open innovation and startup/scaleup 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.</p> <p>Overall course objectives involve students achieving some advanced learning outcomes, i.e.:</p>



		<ul style="list-style-type: none"> - a thorough knowledge of what open 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 in today complex competitive scenario; - 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 analyzed through business cases and groupworks. <p>Therefore, at the end of the course, students will be able to:</p> <ul style="list-style-type: none"> - use the appropriate terminology in the fields of entrepreneurship and innovation management, with a special focus on open innovation, startups, and high-tech companies; - apply the appropriate tools presented during the course to develop and present solutions to the proposed challenges.
International Business	1	<p>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 a framework for understanding the crisis of the globalization process in the present geopolitical situation 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.</p> <p>On completion of the course, students will be able to:</p> <ul style="list-style-type: none"> - confront the unique challenges of global business; - understand the main special problems involved in conducting international business; - 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	<p>The course aims to develop students' ability to critically engage with academic literature and policy reports in the fields of entrepreneurship, innovation, and international management. Academic and policy-oriented contributions offer robust analytical lenses for interpreting real world complex phenomena. In this respect, students are provided with the proper methodological tools required to understand and discuss</p>



		<p>academic and policy-oriented research in the field, and ultimately, develop analytical thinking, academic writing skills, and familiarity with research methods.</p> <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> - read and understand the relevant literature in the fields of entrepreneurship, innovation and international management; - select, read and analyze the relevant literature, and discuss emerging issues in the above-mentioned fields of study; - manage research skills and abilities related to research design drafting, data collection and analysis; - critically review and discuss - by adopting the 360° perspective provided by academic research - emerging research issues re: innovation, entrepreneurship and international management and their link to managerial, organizational and financial aspects; - write, present and discuss – in front of an audience simulating a conference setting – a research paper, by applying the appropriate structure and terminology.
<p>Startup Lab</p>	<p>1</p>	<p>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).</p> <p>The “lab” aims at providing the basics for starting a new venture and/or spin-offing a research project, and managing the initial difficulties typically arising in the early stage of development of a new venture.</p> <p>During the lab, students will have the unique opportunity to work with entrepreneurs/managers to address some concrete business cases. For each Lab a company will be selected. 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. During their work, students will have the opportunity to interact with the company and be assisted by mentors who are startup experts. A final pitching session in front of the company’s top management will close the course.</p> <p>Overall course objectives involve students achieving some advanced learning outcomes, i.e.:</p> <ul style="list-style-type: none"> - 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 start-up a business idea, i.e. introduce innovative (high-tech) product/services/business model into the market.



		<p>Therefore, at the end of the course, students will be able to:</p> <ul style="list-style-type: none"> - use the appropriate terminology used in the field of study of entrepreneurship and innovation management in high-tech new ventures; - organize teamwork (tasks, roles and responsibilities, manage deadlines, etc.); - manage the appropriate tools – presented during the course – to provide a solution for the proposed challenges; - present and discuss in front of an audience (professors, mentors and companies' management team/entrepreneurs) the solution developed during the semester.
<p>International Marketing Lab</p>	<p>1</p>	<p>The course provides a balanced mix of theoretical foundations and practical application in the field of international marketing, with a focus on innovation strategies in B2C, B2B or B2B2C markets. It aims to equip students with the knowledge and tools necessary to design and implement marketing strategies in global and dynamic business environments. The course is designed to develop both conceptual understanding and hands-on experience. During the Lab, students work in teams on real business projects, developing international marketing strategies and market analysis aligned with specific business goals provided by companies invited to join the Lab. Students are required to conduct competitive analysis, market segmentation, international targeting and customer profiling, and to design marketing strategies related to products/services (standardization versus local customization), pricing, distribution and communication. Particular attention is given to brand management and the development of brand strategies to support international growth. Throughout the Lab, students, interact with companies' representatives, gain 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. Overall course objectives involve students achieving advanced learning outcomes, including:</p> <ul style="list-style-type: none"> - understanding of key concepts and frameworks in international marketing and strategy; - ability to develop and apply marketing tools in real-world international contexts; - development of analytical, strategic and critical thinking skills. <p>Therefore, at the end of the course, students will be able to:</p> <ul style="list-style-type: none"> - use appropriate terminology in the field of international marketing; - conduct market analysis, segmentation and competitive assessment in international contexts; - design and evaluate international marketing and business strategies;



		<ul style="list-style-type: none"> - work effectively in teams, managing tasks, roles and deadlines; - present and defend strategic decisions and results to companies and professional audiences.
Organization: People and Technologies	2	<p>The course focuses on two main aspects of Organization: people working in 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.</p> <p>At the end of the course the student will be able to:</p> <ul style="list-style-type: none"> - manage the impact of new technologies on human resources; - identify and develop key competencies to effectively manage processes in today's technological context; - understand that effective human resource management is necessary to gain competitive advantage, particularly with regard to the three challenges companies face today: sustainability, technology, and globalization; - discuss the issues reshaping the current role and activities of the HR function; - describe the ICT application framework, its impact on enterprise information systems and propose methodologies to design ICT architecture from a human resource-oriented perspective; - adopt a project management perspective as a method for organizing and realizing new technology-based HR systems.
Digital Economy	2	<p>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.</p> <p>At the end of the course students will be able to:</p> <ul style="list-style-type: none"> - understand the main dynamics of digital economy, the principles of digital transformation, network effects, multisided markets, platform business; - apply the main models to analyze digital economy (business model canvas, Blue Ocean strategies, network effects analysis, platform analysis, profit pools) and to use in real industries and business cases.



Insegnamenti obbligatori CVEI “Economics of Innovation”

<i>Denominazione insegnamento</i>	<i>Anno</i>	<i>Obiettivi formativi – sintesi</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 solution that has been advocated very recently is to teach theory together with data analysis. Therefore, this course is structured 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. The course also aims to fill the gaps that students coming from heterogeneous backgrounds may have in their basic micro-economic knowledge. At the end of the course students will be able to: <ul style="list-style-type: none"> - structure a scientific enquiry, from hypothesis formulation and data collection, to testing and interpretation; - have a basic knowledge of market dynamics, for markets in perfect competition and for oligopolies; - master the interpretation of the results of OLS, IV, 2SLS and ML estimation.
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: <ul style="list-style-type: none"> - understand the core theories used in the field of studies of entrepreneurship and innovation management; - manage the appropriate terminology in this field; - use/manage all the tools presented during the course re: startup creation, business planning, business modeling, fundraising; 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 Mod. 2 Applied Mathematics	1	The purpose of the course is to provide the students with the knowledge of the fundamentals of statistics and data analysis, starting from the vocabulary of statistics to model



		<p>implementation and interpretation. The course is intended to provide both theoretical mathematical justifications of statistical analysis and practical applications to real-world problems characterized by high uncertainty and rapid changes. 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.</p> <p>Therefore, at the end of the course the students will be able to:</p> <ul style="list-style-type: none"> - understand the main concepts of theoretical and applied statistics; - understand the main domains of applications of statistics, with particular reference to the areas of management, economics, marketing and finance; - transform a real-world problem into a statistical language problem; - model real-world data, including corporate and market data; - reasonably interpret model outputs and derive implications for the specific domain of knowledge; <p>formulate and build predictive models, forecast key variables and assess forecast uncertainty.</p>
International Trade Law	1	<p>The course aims at providing students with in-depth knowledge of the rules governing international trade and how to best face from a legal perspective the major challenges that entrepreneurs, managers and consultants have to face when promoting business abroad.</p> <p>At the end of the course students will be able to:</p> <ul style="list-style-type: none"> - use the appropriate terminology used in the field of study to negotiate and conclude agreements and other forms of cooperation with international business partners; - understand the main sources governing international trade law, both with regard to relations between private individuals (individual entrepreneurs or companies) and with regard to the role and competences of States, individually or through participation in international organization; - navigate the complex mechanisms for resolving international disputes through the analysis of the main conventions on judicial;
Economics of Innovation	2	<p>The course provides a robust foundation in the economics of innovation, equipping students with the core concepts and analytical tools necessary to understand technological change, its economic drivers, and its consequences.</p> <p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> - critically analyze key issues, including innovation measurement, the link between innovation and economic growth, the role of patents, and the function



		<p>of governments and universities within the innovation ecosystem;</p> <ul style="list-style-type: none"> - apply statistical and econometric techniques to analyze innovation data from diverse sources; - conduct empirical research by reviewing literature, collecting data, and performing descriptive analysis on specific innovation topics; <p>enhance professional competencies in critical thinking and public oral presentation.</p>
Organization: People and Technologies	2	<p>The course focuses on two main aspects of Organization: people working in 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.</p> <p>At the end of the course the student will be able to:</p> <ul style="list-style-type: none"> - manage the impact of new technologies on human resources; - identify and develop key competencies to effectively manage processes in today's technological context; - understand that effective human resource management is necessary to gain competitive advantage, particularly with regard to the three challenges companies face today: sustainability, technology, and globalization; - discuss the issues reshaping the current role and activities of the HR function; - describe the ICT application framework, its impact on enterprise information systems and propose methodologies to design ICT architecture from a human resource-oriented perspective; <p>adopt a project management perspective as a method for organizing and realizing new technology-based HR systems.</p>
International Business	2	<p>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 a framework for understanding the crisis of the globalization process in the present geopolitical situation 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.</p> <p>On completion of the course, students will be able to:</p> <ul style="list-style-type: none"> - confront the unique challenges of global business;



		<ul style="list-style-type: none"> - understand the main special problems involved in conducting international business; <p>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.</p>
Management and Governance of Family Firms	2	<p>The course 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.</p> <p>At the end of the course, students will then be able to:</p> <ul style="list-style-type: none"> - critically analyze concepts and models and apply them to real situations; - make diagnoses of various and complex family business issues; <p>identify – and discuss – possible solutions and evaluate their pros and cons.</p>

Insegnamenti “a scelta tra” CVEI “Economics of Innovation”

<i>Denominazione insegnamento</i>	<i>Anno</i>	<i>Obiettivi formativi – sintesi</i>
Behavioral and Experimental Economics	1	<p>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, the professor introduces the main concepts, findings, and models of behavioral economics. In the second part of the course, the professor introduces the methodology of experimental economics, discusses some important laboratory and field experiments, and teaches how to design a simple economic experiment.</p> <p>At the end of this course, the student will be able to:</p> <ul style="list-style-type: none"> - master the main concepts, findings, and models of behavioral economics;



		<ul style="list-style-type: none"> - 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	<p>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.</p> <p>This course aims to:</p> <ul style="list-style-type: none"> - develop an understanding of the importance of transport for economic development and the relevance of innovation and eco-innovation for mobility and sustainability; - examine special issues related to transport and logistics industries; - apply economic knowledge to specific transport and mobility problems; - learn how to assign value to non-market goods in transport; - train students to become applied analysts in public or private institutions and organizations. <p>At the end of this course, students will be able to:</p> <ul style="list-style-type: none"> - deliver an oral presentation on a specific issue and discuss it with other students and the lecturer; - acquire basic skills in the analysis of travel demand and supply, transportation system benefits, and negative externalities; - apply the acquired knowledge and tools to critically analyze the dynamics and technological innovations affecting the transportation market and driving sustainability.
Topics in Innovation Economics I	1	<p>This course explores the economic rationale, functioning, and implications of intellectual property rights (IPRs), with a particular focus on patents. It examines how IPRs affect innovation, competition, and market structure, as well as their role in shaping firms' R&D strategies and technology diffusion. Students will learn the main theoretical models explaining the incentives to innovate under different IPR regimes, and analyze empirical evidence on the effectiveness and unintended consequences of IPR policies. The course also discusses contemporary issues such as patent thickets, standard-essential patents (SEPs), non-practicing entities (NPEs), and the global governance of IPRs.</p> <p>The course also introduces ABM for the study of the economics of organizations, combining theory lectures with applied sessions Computational simulations have long been used in the social sciences, but equation-based and statistical approaches struggle with high levels of complexity. Alternative methods were historically underexplored due to the costs of computational power and programming skills. The recent rise of agent-based modeling (ABM) reflects the fact that both</p>



		<p>barriers have diminished. The course culminates in each student producing an original model on a topic of their choice.</p> <p>At the end of this course, the student will be able to:</p> <ul style="list-style-type: none"> - understand strengths and weaknesses of ABM; - assess when an agent-based approach should be used; - critically evaluate some of the literature on computational simulation; - learn basic programming skills (mostly on NetLogo) and create simulation models; - understand the basics of intellectual property rights; - connect these basics with industrial dynamics.
Topics in Innovation Economics II	1	<p>The course intends to introduce students to classical topics and recent advances regarding mathematical aspects of risk management and their connection with economics of innovation. 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.</p> <p>This course also introduces master's students to the field of innovation economics, which has grown since the 1990s as an autonomous discipline. Its rise reflects the increasing importance of knowledge and innovation for the competitiveness of firms, regions, and economies, as well as the limitations of standard industrial economics in analyzing innovation processes. The field is inherently interdisciplinary, bringing together economists, historians of technology, economic sociologists, engineers, and complexity researchers. The course covers the most important concepts, schools of thought, problems, and methodologies in the analysis of innovation processes.</p> <p>At the end of this course, the student will be able to:</p> <ul style="list-style-type: none"> - tackle intriguing questions about risk in economic and financial contexts through a rigorous mathematical approach; - deal with the most important concepts, schools, problems and methodologies in the analysis of innovation processes.
Seminar in History of Innovation and Economic Growth	1	<p>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</p>



		<p>typologies and the consolidation of techno-economic paradigms, as well as their relations with economic growth and crises.</p> <p>At the end of this course, the student will be able to:</p> <ul style="list-style-type: none"> - find appropriate sources for their project by looking for and finding out the relevant scientific literature and data on a research topic in economic history; - organize their material, drafting an outline and a bibliography of their research project following all appropriate academic conventions; - write a research/academic paper, and present and defend it in class; - understand the basic dynamics behind historical phenomena and familiarize with the application of the scientific method in a historical context.
Seminar in Industrial Dynamics and Evolution	1	<p>This course examines how industries emerge, evolve, and transform over time. Drawing on evolutionary economics, industrial organization, and innovation studies, it analyzes the interplay between technological change, firm behavior, market structure, and institutional context. Special attention is given to policy implications and contemporary challenges such as sustainability and the governance of network industries. Main topics; i) Industry Life Cycle, ii) Technological Regimes and Innovation Patterns, iii) Technological Entry, iv) Market Structure and Innovation, v) Innovation Systems, vi) Policy Tools to Stimulate Demand and Supply of Innovation, vii) Evolution of Network Industries, viii) Green Innovation and Sustainability.</p> <p>At the end of this course, the student will be able to:</p> <ul style="list-style-type: none"> - dig deeper into the literature about a certain topic and elaborate the status quo of the scientific evidence, develop a research question, critically discuss an issue from academic research and write a research paper; - understand current topics in the dynamics of industrial sectors; - assess and criticize the quality of the academic work of peers.
Seminar in Machine Learning and Big Data Analysis	1	<p>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 have been particularly successful in “Big Data” settings, where information is available on a large number of units, on many characteristics of each unit, or both. The aim of this course is to</p>



		<p>present Machine Learning Techniques using an econometric perspective. The aim of this course is to present machine learning techniques from an econometric perspective. Students will learn the concepts and techniques most commonly used in the Machine Learning literature, such as random trees, random forests, boosting, neural networks, and deep learning, as well as their extensions to time series analysis and causal inference, complemented by many practical examples.</p> <p>At the end of this course, the student will be able to:</p> <ul style="list-style-type: none"> - structure a scientific enquiry, from hypothesis formulation and data collection, to testing and interpretation; - understand the problems underlying and the characteristics of the most common implementations (generative AI, agentic AI) of Machine Learning algorithms; - master and implement most of the techniques on real data problems using the statistical software R.
<p>International Economics</p>	<p>1</p>	<p>The course aims at providing students with strong knowledge about the way 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 explaining the point of view of the critical heterodox approaches to macroeconomics mainly inspired by post-keynesian scholars, which are usually neglected in traditional courses.</p> <p>At the end of the course student will be able to:</p> <ul style="list-style-type: none"> - collect data in order to produce descriptive empirical analyses and reports; - understand macroeconomic reality as dealt with in specialized non-academic outlets; - compare and analyze real and financial phenomena; <p>interpret global phenomena at the light of orthodox and heterodox macroeconomic theories.</p>



TEACHING REGULATIONS OF THE MASTER'S DEGREE PROGRAMME IN GLOBAL ENTREPRENEURSHIP ECONOMICS & MANAGEMENT (LM-77R)

Academic Year 2026/2027

Art. 1 – General characteristics and organisation

The Degree Programme (CdS), class LM-77R (Ministerial Decree of 16 March 2007, reformed pursuant to Ministerial Decrees 1648/23 and 1649/23), is activated in accordance with the teaching regulations of the academic year 2025/2026 (CUN opinion of 02.01.2025, our protocol no. 1038/2025 of 09.01.2025).

The Degree Programme in Global Entrepreneurship Economics and Management (GEEM) is a master's degree programme with open access delivered entirely in English, with a specific focus on the themes of entrepreneurship and innovation, adopting an international perspective in line with ongoing changes in the labour market and the demands coming from companies. Increasingly, there is demand today for figures who are able to combine management and economic skills with entrepreneurial capabilities, attention to innovation and familiarity with international markets.

The GEEM Degree Programme is structured into two curricula: International Business and Entrepreneurship (IBE); Economics of Innovation (EI). The first curriculum (IBE) has a strong focus on management aspects with specific attention to the themes of entrepreneurship (launch and development of start-ups and innovative firms, definition of innovative business models and value propositions, development of a business plan, raising of seed funding, venture capital and private equity, technology transfer and spin-offs, etc.) and business internationalisation (management of multinational firms, entry into foreign markets, development of global products, etc.). This is aimed at placing students in a position to find employment in Italian and foreign companies as well as to start their own entrepreneurial activity or develop a professional career in the field of consulting. The second curriculum (EI) has as its specific learning objective that of enabling students to acquire the economic-quantitative knowledge necessary to understand and critically analyse the rapid dynamics of industrial sectors and territorial development at both local and global level. This is aimed at developing students' ability to identify effective policies and growth strategies, through process innovation and internationalisation tools, enabling them to find employment in companies with a strong international orientation, consulting firms and international organisations. In order to achieve this objective, the EI curriculum presents an interdisciplinary study plan, ranging from advanced and applied economic disciplines (economics of innovation, international economics, transport economics and behavioural economics, etc.) to managerial, mathematical-econometric and legal disciplines.

In line with the educational objectives of the Degree Programme, numerous international mobility programmes have been activated (Double Degree, Erasmus+ Programmes, Student Exchange Programmes). In particular, GEEM offers its students the opportunity to participate in "double degree"



programmes thanks to cooperation agreements 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 more recent agreement with Kaunas University of Technology – School of Economics and Business (Lithuania). Other international mobility agreements are in place with non-European universities. Among these, the Student Exchange programme with the Indian Institute of Foreign Trade (IIFT) in New Delhi (India), to which, from 2024–25, the agreement with Hung Vuong University (DHV) in Ho Chi Minh City (Vietnam) has been added, providing for the activation of a “blended master degree” on the Economics of Innovation curriculum.

The educational path offered by GEEM represents a unique case in the Italian landscape, with a particular ability to attract students with backgrounds not necessarily in economics, but interested in undertaking a path that allows them to develop transversal skills in the entrepreneurial, economic and managerial fields. The skills developed within the Degree Programme enable GEEM graduates to enter with adequate professionalism into economic organisations, private and public, operating both at local and national level and at international level, as well as to start their own entrepreneurial initiatives (start-ups/spin-offs). Graduates may be placed within specific business functions (marketing, finance, sales, procurement, information systems, logistics, human resource management), support management in defining corporate strategy and business models, or work in international organisations (such as the European Commission, OECD, etc.), research bodies and consulting firms. GEEM graduates may also continue their studies by pursuing a PhD.

The teaching structure responsible for the Degree Programme is the Department of Economics.

The Programme Coordinator and IBE curriculum coordinator is Prof. Alberto Onetti.

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

The EI curriculum coordinator is Prof. Raffaello Seri.

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

The relevant Teaching Office receives by appointment at Via Monte Generoso 71 – Varese – and responds to emails received through INFOSTUDENTI.

The INFOSTUDENTI service is a web application that provides a communication channel through which students or prospective students can obtain useful information by contacting the various University offices (Student Offices, Right to Education and Student Services, Orientation and Placement, Teaching Offices and International Relations). Through this system it is possible to submit queries and receive responses, also attaching documents and tracking the status of one's request.

You can access the service at the following link:

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



Art. 2 – Academic calendar of the degree programme

Teaching activities take place in the classrooms in Varese.

The timetable of lectures and exam sessions is published on the page:

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

The academic calendar is structured into semesters:

- 1st semester from 28.09.2026 to 18.12.2026
- 2nd semester from 15.02.2027 to 28.05.2027

The exam sessions of the Degree Programme are scheduled in the following periods:

- from 07.01.2027 to 12.02.2027 (winter session)
- from 11.06.2027 to 30.07.2027 (summer session)
- from 01.09.2027 to 10.09.2027 (extraordinary session)

Six exam sittings are scheduled for each course.

In order to find out the dates of suspension of teaching activities and closures of University facilities for national and local holidays and for other closures (Christmas holidays, Easter holidays, University closures), students are required to consult the University Academic Calendar approved by the Academic Bodies at the following link:

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

Art. 3 – Orientation activities

Entry and ongoing orientation

Entry orientation activities are organised annually according to a plan approved by the Governing Bodies, on the proposal of the University Orientation and Placement Committee, established with the aim of effectively managing and coordinating initiatives related to orientation and the transition from university to the labour market. Through participation in orientation fairs and the organisation of Open Days, students receive information on courses, admission procedures and services offered. Informational materials on study programmes and career opportunities are available. Interested students may request individual orientation interviews, managed by the competent office or by the Psychological Counselling service if necessary. In addition, seminars, in-depth study days and internships are organised to help



students explore interests and aptitudes.

Orientation initiatives of the Master's Degree Programme in Global Entrepreneurship Economics and Management are organised with the support of the Orientation Committee and the Orientation and Internship Desk of the Department of Economics. The Orientation Committee, working closely with the University Orientation and Placement Office, defines the programme of the Insubria Open Week (the week during which the Open Days for master's degrees are held). On this occasion, the Coordinators of the two curricula into which GEEM is structured present the degree programme and its specific features. Tutors of the degree programme and the Delegate for international relations also participate in this event. Testimonials from graduating students and graduates enrich the presentation by sharing their "own experience" with prospective students. On this occasion, the Programme Coordinators are available to interested parties to provide the necessary information to help participating students clarify any doubts and enable them to make an informed choice regarding the study path to undertake.

The Programme Coordinators and tutors carry out continuous orientation and tutoring activities during the course of study, addressed to individual students and/or groups of students (for example, with reference to the definition of the study plan and/or the choice to integrate the study path with an experience abroad through the numerous international mobility programmes activated within the Degree Programme). With particular reference to international mobility programmes activated within the Degree Programme, the Coordinators – with the support of the Delegate for international relations and the Department Erasmus Delegates – organise, during the first semester, short in-class testimonials with GEEM students who in previous years have participated in such programmes, in order to share their experience with new students and create networking opportunities. Furthermore, on the occasion of frequent visits by foreign Professors and Researchers with whom GEEM has international mobility agreements, the Degree Programme organises presentation meetings in which the visiting lecturer presents the partner university and the training programmes offered, in order to stimulate students' interest in Erasmus+ and Double Degree programmes.

For further information consult the following link (Italian version):

<https://www.uninsubria.it/formazione/consigli-e-risorse-utili/orientamento>

Tutoring

The University is committed, in a transparent and responsible manner, to supporting students with disabilities or specific learning disorders (SLD), by appointing a Delegate of the Rector to coordinate and monitor integration and inclusion initiatives. For each student, an individualised educational plan is developed, including compensatory tools and dispensatory measures (such as additional time and equivalent tests) to facilitate learning.

The Service Charter outlines the resources available to ensure inclusion, including:

- Information on the accessibility of university facilities;
- Pedagogical support services;



- Accessible teaching materials and document conversion through SensusAccess©;
- Scholarships for inclusion and mobility;
- Inclusive tutoring and personalised training projects;
- Post-graduation orientation and support for job placement.

The University also offers students a Psychological Counselling service to help them deal with personal difficulties that hinder their academic path, and a Tutoring service to guide and assist students in their course of study, with particular attention to students with disabilities and SLD, and to international students in mobility programmes.

The Department has activated a series of orientation and tutoring services available to all students enrolled in degree programmes offered by the Department:

- **Supplementary Teaching Service:** aimed at supporting students during their studies by advising them on study methods, attendance opportunities and the resolution of specific problems/difficulties/gaps;
- **Tutoring Service for international students enrolled in the Degree Programme,** coordinated by the Foreign Students Desk: aimed at guiding and assisting students from abroad (European and non-European) in the first months after enrolment, with the objective of supporting them in preparing the administrative procedures necessary to undertake the study path and informing them of the various opportunities offered by the University. The tutor is also available to help identify the most effective methods for tackling the new course of study;
- **Tutoring Service,** carried out by master's and PhD students with specific merit requirements ("disciplinary tutors"), who annually participate in the selection call for the assignment of grants for the promotion of supplementary, preparatory and remedial tutoring activities. The service is aimed at guiding and assisting students throughout their course of study by advising them on study methods, the importance of regular attendance at lectures and exercises, and supporting them in solving specific problems in study activities and exam preparation. The tutoring service is supervised by a faculty member.

Within the framework of the right to education, it is possible to apply for student collaborations and tutoring services. For further information consult the following links:
<https://www.uninsubria.it/servizi/tutti-i-servizi/collaborazioni-studentesche-200-ore> (Italian version)
<https://www.uninsubria.it/servizi/tutti-i-servizi/tutorato> (Italian version)

Art. 4 – Specific learning objectives, expected learning outcomes and career opportunities

Learning objectives

The degree programme in Global Entrepreneurship Economics and Management (GEEM) focuses on the themes of entrepreneurship and innovation, adopting an international perspective in line with ongoing changes in the labour market and the demands coming from companies. Increasingly, there is demand today for figures who are able to combine management and economic skills with entrepreneurial capabilities, attention to innovation and familiarity with international markets. In a context characterised



by an increasingly marked process of globalisation and continuous innovation, it becomes essential to train professionals capable of developing their ability to adapt to change. It is therefore critical to provide new graduates with specialised managerial and economic tools necessary both to understand ongoing phenomena and to address and solve the various business and economic-territorial development issues in a rapidly and continuously changing scenario.

The degree programme in question is characterised precisely by the objective of training graduates capable of competing in the labour market, thanks to their ability to adapt to the most diverse business situations (“change management”). The current scenario is in fact characterised by increasingly intense globalisation, which leads to a contraction of the space-time dimension of phenomena. Innovation and internationalisation become, for firms and for all economic organisations, both private and public, necessary and interdependent development paths from which firms cannot withdraw. This requires rethinking the way of doing business as well as the business models of existing firms. New models of entrepreneurship are increasingly required, both to start new start-ups and to reconvert and relaunch traditional activities. It is more necessary than ever to develop the ability to critically and constructively analyse economic dynamics through appropriate economic-quantitative tools.

From this perspective, the study programme is based on the following distinctive factors:

- to provide students with solid knowledge in the economic-business, legal and mathematical-statistical fields, with specific in-depth study of the following topics: management; entrepreneurship; internationalisation; innovation, new technologies and knowledge; development and economic growth; corporate and venture finance; networks, infrastructures and transport;
- to implement innovative teaching methods such as “Lab”, “Seminar”, “Hackathon” and modules delivered by Visiting Professors from European and non-European universities in order to allow students to experience different teaching methods and increase the degree of internationalisation of their education;
- to deliver teaching exclusively in English, both to stimulate students in learning/perfecting language skills with reference to specific terminology in the economic-business field, which represents an essential condition for entering the labour market, and to accustom them to addressing and discussing problems in the language they will use daily in the organisations in which they will work;
- to offer students numerous opportunities for international mobility – including Double Degree, Erasmus+ Programmes, and Student Exchange Programmes – which allow them to “broaden their horizons”, coming into direct contact with cultural contexts different from their own (see Art. 10 for details);

In summary, the degree programme as a whole offers its students the opportunity to develop the skills required both by large multinational companies and by firms and public bodies in the Insubria area, focusing, on the one hand, on issues typical of small- and medium-sized and family businesses, and, on the other, on opportunities for the development of new business models and new entrepreneurial ventures arising from the university and industrial environment of the territory. The current dimension of competitive phenomena is in fact based on the local-global (GLocal) combination, which combines



the increasing pace of internationalisation processes with the growing importance of clustering phenomena, with related impacts on the territory. An important component of the educational path is represented by business testimonials and contributions from economic experts, including foreign ones, integrated into courses. Leading representatives of the Italian and international business world, research and consulting organisations, and national and international economic organisations are invited to give seminars and modules to students. These meetings aim to bring the academic world closer to the labour market.

Expected learning outcomes

As described in Art. 1, the degree programme is structured into two curricula:

International Business and Entrepreneurship (IBE) has a strong focus on management aspects, with particular attention to the themes of entrepreneurship (launch and development of start-ups and innovative firms, definition of innovative business models and value propositions, development of a business plan, raising of seed funding, venture capital and private equity, technology transfer and spin-offs, etc.) and business internationalisation (management of multinational firms, entry into foreign markets, development of global products, etc.). This is aimed at placing students in a position both to find employment in Italian and foreign firms and to start their own entrepreneurial activity or develop a professional career in consulting.

Economics of Innovation (EI) has as its specific learning objective that of enabling students to acquire the economic-quantitative knowledge necessary to understand and critically analyse the rapid dynamics of industrial sectors and territorial development at both local and global level. This is aimed at developing students' ability to identify effective growth policies and strategies, through process innovation and internationalisation tools, enabling them to find employment in companies with a strong international orientation, consulting firms and international organisations. In order to achieve this objective, the Economics of Innovation curriculum presents an interdisciplinary study plan, ranging from advanced and applied economic disciplines (economics of innovation, international, transport, regional, environmental and behavioural economics, etc.) to managerial, mathematical-econometric and legal disciplines.

Detailed expected learning outcomes for the individual curricula (as indicated in SUA-CdS)

Curriculum International Business & Entrepreneurship (IBE)

Courses in the business area offered within the IBE curriculum enable students to acquire the theoretical, methodological and experiential tools necessary to understand and analyse, with independent judgement, complex business dynamics in global markets characterised by high competitiveness, innovation and digital transformation. In particular, the GEEM/IBE graduate develops knowledge and skills in the field of entrepreneurship and innovation, both for the creation of new entrepreneurial initiatives and for the management of innovation processes in established firms, also according to open innovation models. The GEEM/IBE graduate is able to define and implement marketing strategies and international growth strategies and to support financial decisions oriented towards sustainability and business development.



He/she also acquires knowledge of organisational models, governance and human resource management, and of platform economy models. Knowledge, skills and understanding are acquired through participation in lectures, exercises and seminars, integrated by innovative teaching methods with a strong applied component, such as “Lab”, “Seminar” and seminars delivered by Visiting Professors. These activities, in addition to enabling the concrete application of acquired knowledge, foster interaction with companies and professionals, comparison in international contexts and the development of critical analysis, problem-solving skills and transversal skills necessary for teamwork. The GEEM/IBE graduate is able to apply critically and autonomously the acquired knowledge to the analysis and management of business dynamics in international and innovative contexts. In particular, he/she is able to develop and evaluate business models and business plans, support processes of creation and growth of new firms and innovation in existing organisations, as well as analyse markets and define internationalisation and go-to-market strategies. He/she is also able to contribute to corporate decision-making processes by evaluating strategic alternatives in terms of value creation. The graduate also develops the ability to work in multidisciplinary teams, address real business cases, use tools for solving complex problems and effectively communicate solutions and results to different interlocutors (entrepreneurs, company managers, investors and consultants/professionals).

Courses in the economic area enable students to acquire knowledge and understanding of the main models and tools of international economics and innovation, with particular reference to the dynamics of globalisation and technological innovation processes. Consequently, the GEEM/IBE graduate is able to apply the acquired knowledge of applied economics, developing independent judgement and advanced analytical skills with respect to different economic issues in a rapidly and continuously changing global context.

Courses in the legal area enable students to acquire knowledge elements relating to legal issues concerning business operations in an innovative international context. Consequently, the GEEM/IBE graduate is able to apply such knowledge to the analysis and management of business innovation and internationalisation processes, interpreting sources of international trade law to support operational and strategic decisions, and identifying the most appropriate mechanisms for managing and resolving international disputes, also in light of transformations linked to digitalisation and artificial intelligence. At the same time, courses in the statistical-mathematical area enable students to acquire skills in the use of quantitative tools useful for supporting decision-making processes in business and economic contexts, developing the ability to apply mathematical and statistical methods in operational contexts.

Within the study programme, further training activities are envisaged that allow students to acquire, on the one hand, an advanced knowledge of the English language, necessary to address complex economic-business problems in a global scenario, and, on the other hand, the principles of “lean thinking” and agile methodologies, with reference to their applications in product development and project management. The GEEM/IBE graduate therefore develops an advanced ability in: i) written and oral expression in English, with specific application in the business and economic field; ii) application of the principles of “lean thinking” and agile methodologies to the planning and management of projects in different organisational contexts. The degree programme also provides the possibility of carrying out an internship and/or training placements, aimed at improving professional skills and the understanding of application-related issues concerning the knowledge acquired.



Curriculum Economics of Innovation (EI)

Courses in the business area enable students to acquire, at the end of the study programme, the theoretical, methodological and experiential tools necessary to develop advanced skills in understanding complex business dynamics, with particular reference to the creation/development of firms and entrepreneurial strategies of innovation and internationalisation. Consequently, the GEEM/EI graduate is able to apply the acquired knowledge to the design and management of entrepreneurial initiatives and innovation processes, both in newly established firms and in existing organisations operating in international contexts characterised by technological transformation and rapid change. He/she is also able to integrate organisational and technological dimensions in the design of systems and business processes, operate in an international context, critically evaluating decision alternatives and their implications.

Courses in the economic area enable students, at the end of the study programme, to acquire advanced knowledge of theoretical and empirical models of applied economics, with reference to the dynamics of production systems and development processes at both local and global level. In particular, students develop skills relating to technological innovation processes, their economic and institutional determinants, the role of competition, the dynamics of international markets, industrial sectors and transport systems, with attention to issues of sustainability and technological transition. Students also acquire methodological and quantitative skills for economic analysis, including econometric techniques, data analysis tools, machine learning and experimental approaches. The study programme also enables the development of the ability to critically analyse scientific literature, construct and interpret empirical analyses and communicate results. Knowledge and understanding are developed through participation in lectures, exercises and seminars, integrated by innovative teaching methods, such as courses delivered in “Seminar” and “Hackathon” mode and with the participation of Visiting Professors, which foster applied learning, project work and the development of research skills. In this way, the GEEM/EI graduate is able to autonomously apply the acquired knowledge to the analysis and interpretation of complex economic phenomena in rapidly changing global contexts, with particular reference to innovation processes, industrial dynamics and international markets. In particular, he/she is able to collect and process economic data from different sources, using advanced econometric tools and machine learning techniques for the construction of empirical analyses and the evaluation of theoretical models. He/she is also able to critically interpret interactions between economic actors, analyse the role of public policies and institutions in development and innovation processes, as well as evaluate competitive and regulated markets, transport systems and sustainability dynamics. The graduate also develops the ability to structure rigorous economic analyses, conduct independent research, critically discuss empirical evidence and effectively communicate results and economic implications in academic and professional contexts. These skills are also developed through activities involving the drafting, presentation and discussion of scientific reports.

Courses in the legal area enable students to acquire knowledge elements relating to legal issues concerning business operations in an innovative international context. Consequently, the GEEM/EI graduate is able to apply such knowledge to the analysis and management of business innovation and internationalisation



processes, interpreting sources of international trade law to support operational and strategic decisions, and identifying the most appropriate mechanisms for managing and resolving international disputes. At the same time, courses in the statistical-mathematical area enable students to acquire skills in the use of quantitative tools useful for supporting decision-making processes in business and economic contexts, developing the ability to apply mathematical and statistical methods in contexts characterised by high uncertainty in the economic-financial field, developing/formulating forecasting models and risk assessment models.

Within the study programme, further activities are envisaged that allow the graduate to acquire, on the one hand, advanced knowledge of the English language necessary to address complex economic-business problems in a global scenario and, on the other hand, the ability to draft scientific reports that collect and organise evidence around a topic. The GEEM/EI graduate develops an advanced ability of written and oral expression in English, with specific application in the business and economic field. The degree programme provides the possibility of carrying out an internship and/or training placements, aimed at improving professional skills and the understanding of application-related issues concerning the knowledge acquired.

Career opportunities for GEEM graduates

The educational path offered by the Degree Programme enables graduates of the master's class to enter with adequate professionalism into economic organisations, both private and public, operating at international level, as well as to start their own activities (start-ups/spin-offs). GEEM graduates may be placed both within specific business functions (marketing, finance, sales, procurement, information systems, logistics, human resource management) and in support of corporate management in determining corporate strategies and defining business models, or in international organisations (such as the European Commission, OECD, etc.), research bodies and consulting firms.

In detail, the expected employment and professional opportunities for GEEM graduates are as follows:

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

Art. 5 – Admission to the degree programme



Students holding an Italian qualification or a qualification issued by a university of the European Union

Access to the Degree Programme is subject to the possession of specific curricular requirements, defined in coherence with the educational objectives of the Degree Programme, and to the verification of the adequacy of personal preparation, in compliance with current regulations.

Admission requires the possession of two requirements:

- a bachelor's degree, or an old-system degree (four- or five-year), or a university diploma of three-year duration, or another qualification obtained abroad, recognised as suitable according to current regulations;
- achievement of a final degree mark equal to or higher than 85/110, or equivalent according to the evaluation systems adopted at international level.

The access qualification must belong to one of the following degree classes, pursuant to Ministerial Decree 270/04 (updated by Ministerial Decree 1648/23), with correspondence to the classes of Ministerial Decree 509/99:

- L-5 Philosophy (29 Philosophy);
- L-6 Geography (30 Geographical Sciences);
- L-7 Civil and Environmental Engineering (8 Civil and Environmental Engineering);
- L-8 Information Engineering (9 Information Engineering);
- L-9 Industrial Engineering (10 Industrial Engineering);
- L-12 Linguistic Mediation (3 Linguistic Mediation Sciences);
- L-14 Legal Services Sciences (2 Legal Services Sciences);
- L-15 Tourism Sciences (39 Tourism Sciences);
- L-16 Administration and Organisation Sciences (19 Administration Sciences);
- L-18 Economics and Business Management Sciences (17 Economics and Business Management Sciences);
- L-20 Communication Sciences (14 Communication Sciences);
- L-21 Territorial, Urban, Landscape and Environmental Planning Sciences (7 Urban Planning and Territorial and Environmental Planning Sciences);
- L-26 Agri-food Sciences and Technologies (20 Agricultural, Agri-food and Forestry Sciences and Technologies);
- L-33 Economic Sciences (28 Economic Sciences);
- L-35 Mathematical Sciences (32 Mathematical Sciences);
- L-36 Political Science and International Relations (15 Political Science and International Relations);
- L-37 Social Sciences for Cooperation, Development and Peace (35 Social Sciences for Cooperation, Development and Peace);
- L-40 Sociology (36 Sociological Sciences);
- L-41 Statistics (37 Statistical Sciences);
- LMG/01 Single-cycle degree in Law (31 Legal Sciences).



Additional requirements by curriculum

For the **International Business and Entrepreneurship (IBE)** curriculum, candidates coming from degree classes other than those listed above, or holding an equivalent qualification issued by a university of the European Union, may access the programme provided they possess a minimum number of credits equal to 6 in one of the following scientific-disciplinary sectors: ECON-06/A (formerly SECS-P/07 – Business Administration) and/or ECON-07/A (formerly SECS-P/08 – Business Management), without prejudice to the grade requirement.

For the **Economics of Innovation (EI)** curriculum, candidates coming from degree classes other than those listed above, or holding an equivalent qualification issued by a university of the European Union, may access the programme provided they possess a minimum number of credits equal to 6 in the scientific-disciplinary sector ECON-05/A (formerly SECS-P/05 – Econometrics), without prejudice to the grade requirement.

The required credits must be obtained before enrolment.

Candidates holding a foreign qualification comparable in duration to a bachelor's, four-year or specialist/master's degree are admitted in compliance with current regulations and with the documentation required by the Student Office and, for non-European Union citizens, within the limits of reserved quotas.

Verification of the possession of curricular requirements precedes enrolment.

Verification of the adequacy of personal preparation

Verification of the adequacy of candidates' preparation takes place through an interview with the Programme Coordinators. The interview is aimed at ascertaining possession of basic knowledge in economic, business and quantitative disciplines, as well as the candidate's motivation.

Adequate preparation and personal aptitude are also verified according to the following methods:

- for candidates coming from degree programmes belonging to the classes listed above: through evaluation of the university career and interview in English;
- for candidates holding an Italian qualification (bachelor's degree pursuant to Ministerial Decree 509/99; Ministerial Decree 270/04 or old-system four-year degree) not belonging to the classes listed above: through an interview in English, aimed at assessing the adequacy of overall preparation and any need for integration (before enrolment) in the scientific-disciplinary sectors indicated above;



- for candidates holding a qualification from a country of the European Union: through evaluation of the university career, curriculum vitae and motivation letter by the Programme Coordinators, with possible support from the Delegate for International Relations and the Foreign Students Desk of the Department of Economics;
- for candidates holding a qualification from non-EU countries: through evaluation of the university career, curriculum vitae and motivation letter by the Programme Coordinators, with possible support from the Delegate for International Relations and the Foreign Students Desk of the Department of Economics.

A formal record is drawn up of the outcome of the interviews. The candidate must complete any required credit integration in the scientific-disciplinary sectors indicated above before enrolment and undergo a final verification interview.

Knowledge of the English language

In accordance with CUN guidelines for international degree programmes, admission is subject to verification of English language proficiency at least at **B2 level of the Common European Framework of Reference for Languages**.

This requirement is verified through:

- recognised international language certification obtained no more than three years previously;
- passing of a university English language exam at least at B2 level;
- obtaining an academic qualification delivered entirely in English;
- passing a specific test or course organised by the University (University Language Centre).

The above methods are considered equivalent for the purposes of verifying B2 level.

Students holding a foreign qualification issued by universities of non-EU countries

Minimum curricular requirements for candidates with a non-EU qualification

a) bachelor's degree or equivalent in:

- Bachelor's in Economics/Management/Commerce
- Bachelor's in finance/accounting/business administration
- Bachelor's in mathematics with a minor in Economics
- Bachelor's in Management Engineering
- Bachelor's in Political Sciences

b) final grade higher than:



- CGPA system: 80%;
- French system (out of 20): 14/20;

c) qualification obtained from 1 January 2021 onwards;

d) certificate of English language knowledge at B2 level or higher, or MOI letter.

Admission procedure for non-EU candidates residing in non-EU countries with a qualification issued by universities of non-EU countries

Candidates holding a foreign qualification obtained at universities of non-EU countries must follow the procedure described below:

Candidates complete the pre-selection form available at the link: <https://www.uninsubria.eu/course-catalogue/course-list/degree-programs/global-entrepreneurship-economics-and-management-geem> (Section: Admission Requirements for non-EU students), during the period 28 January 2026 – 31 May 2026.

Following pre-selection, non-eligible candidates receive a communication of non-admission from the Foreign Students Desk. Pre-selected candidates, on the other hand, receive from the Foreign Students Desk an invitation to send the following documentation to the email address foreign.students.eco@uninsubria.it:

- degree diploma with final grade;
- transcript of records with exams taken, credits and grades;
- English language certification;
- copy of passport;
- curriculum vitae;
- motivation letter.

Following evaluation of the submitted documentation, the Foreign Students Desk communicates the outcome of the evaluation to candidates and invites eligible candidates to proceed with pre-enrolment on the University portal by 30 June 2026. The Degree Programme, through the University platform, validates the pre-enrolment and transmits electronically the admission letter to the competent Italian diplomatic representation for the initiation of visa procedures.

At the same time, the candidate completes pre-enrolment in the Degree Programme at the following link: <https://www.uninsubria.eu/services/uninsubria-living/enrollment-procedures> by following the online procedure on the Esse3 platform.

Between July and October 2026, the candidate is invited to an interview, in English, with the Programme Coordinators, aimed at verifying the adequacy of preparation in order to effectively undertake the study programme; the interview takes place remotely using the Microsoft Teams platform.



Admission of non-EU candidates residing in non-EU countries and/or holding a qualification issued by universities of non-EU countries takes place in compliance with current regulations and within reserved quotas. If the number of applications exceeds the available capacity, admission takes place on the basis of a comparative evaluation of candidates, carried out according to merit, quality and coherence of curriculum vitae, educational background and stated motivations.

Submission of admission application (pre-enrolment): for all candidates

In order to access the verification of curricular requirements and adequacy of personal preparation, it is necessary to submit a specific admission application (pre-enrolment). From the opening of enrolments, admission applications must be addressed exclusively to the University Student Office (email: segrstudenti.va@uninsubria.it).

The deadline for submission of the application runs from **1 July 2026 to 31 October 2026**.

Further information is available at the following link:

<https://www.uninsubria.eu/services/uninsubria-living/enrollment-procedures>

Art. 6 – Incoming transfers and change of programme

In the event of transfer from a Master's degree programme of another university, of a change of programme (University of Insubria), or of origin from a Master's degree programme of a foreign university, the Degree Programme verifies the admission requirements and the adequacy of personal preparation as indicated above and ensures, taking into account the specific educational objectives of the degree programme and, in any case, in compliance with the educational constraints established by the current Teaching Regulations of the Degree Programme, the recognition of the highest possible number of ECTS credits already acquired.

Some examinations may be partially recognised; in such cases, the student will be required to complete the missing part of the syllabus, subject to agreement with the lecturer responsible for the course. Supplementary examinations may be taken, following enrolment by the student, only during the session dedicated to examinations (and not during the sessions of mid-term assessments).

For the purposes of recognition of ECTS credits, interviews may be carried out or assessment tests may be required aimed at evaluating the actual level of knowledge possessed. In the case of transfer of students from one degree programme to another, belonging to the same LM-77 Class and characterised by substantial homogeneity of study programmes, the proportion of ECTS credits relating to the same scientific-disciplinary sector directly recognised to students may not be less than 50% of those already acquired.

The evaluation for the recognition of ECTS credits is carried out by the lecturer responsible for the degree programme. The Department considers ECTS credits acquired more than 10 years prior to the



request for validation to be obsolete; therefore, in such cases, it does not adopt recognition decisions, nor systems of verification and/or supplementary examinations.

Art. 7 – Concurrent enrolment in two degree programmes

Starting from the academic year 2022/2023, concurrent enrolment of students in two degree programmes is permitted in application of Law no. 33 of 12 April 2022 (Provisions on concurrent enrolment in two higher education programmes) and subsequent ministerial decrees (DM 930/2022 and DM 933/2022). Requests for double enrolment will be evaluated by the Department's Student Affairs Committee, subject to verification of admission requirements.

Art. 8 – Study programme

As anticipated in Art. 1 and described in the previous Art. 4, the Master's degree programme in Global Entrepreneurship, Economics and Management is structured into two curricula:

- **International Business and Entrepreneurship (IBE)** offers students management skills, with particular attention to entrepreneurship (development of start-ups, business plans, fundraising, technology transfer) and the internationalisation of firms (management of multinationals, access to foreign markets, development of global products);
- **Economics of Innovation (EI)** aims to provide students with the economic-quantitative skills necessary to critically analyse the dynamics of industrial sectors and territorial development, both at local and global level, within a GLocal perspective.

The Master's degree programme in Global Entrepreneurship, Economics and Management is delivered entirely in English and provides teaching in a conventional mode: teaching activities take place entirely in person and attendance is not compulsory. However, continuous attendance at lectures, which allows constant interaction with lecturers, is strongly recommended with a view to full acquisition of content and study and working methods. The degree programme also experiments with innovative teaching activities in the form of:

- **“Lab” and group work:** courses with a strong operational approach and focused on topics related to entrepreneurship, innovation (according to open innovation models) and international marketing, representing an important opportunity for interaction between university and business, allowing students to develop advanced skills in understanding complex business dynamics with a strong practical orientation;
- **“Seminar”:** a course/exam format widespread in other European universities in which, after some introductory lectures by the lecturer aimed at explaining the basics of the subject, the student is required to write a scientific-style paper on a topic proposed by the lecturer. The writing of the paper is followed by a presentation in class with discussion by other students;
- **“Hackathon”:** courses in which, after some introductory lectures, students interact on collaborative projects involving data analysis and computer programming.

Very often, courses delivered within GEEM include modules taught by Visiting Professors from



European and non-European universities. This allows students to experience different teaching methods and to increase the degree of internationalisation of their education.

As previously mentioned, the Degree Programme offers numerous international mobility programmes (Double Degree, Erasmus+ Programmes, Student Exchange Programmes), which represent a unique opportunity to enrich students' curricula. For details, reference is made to the following Art. 10.

Students with certified motor disabilities (temporary or permanent) may attend lectures remotely in synchronous mode. In the case of certified permanent motor disability, they may contact the University Disability Service and draw up an individualised study plan. Further information is available at the following link:

<https://www.uninsubria.it/servizi/tutti-i-servizi/servizi-studenti-con-disabilita-co-dsa> (Italian version)

Technical notes on teaching activities

The ECTS credit (CFU) is the unit of measurement of the volume of learning work, including individual study, required of a student with adequate initial preparation for the acquisition of knowledge and skills in the learning activities provided by the Teaching Regulations of degree programmes, as indicated in Art. 5 of Ministerial Decree 270/04.

Any learning activity (course, laboratory, internship or thesis, etc.) within degree programmes corresponds to a specific whole number of ECTS credits.

Each ECTS credit corresponds to 25 hours of student workload, including hours of teaching activities in the presence of the lecturer and hours of independent study and personal elaboration necessary to complete the training.

The ECTS credits corresponding to each learning activity are acquired by the student upon passing the exam or other form of assessment provided for by these Teaching Regulations.

Learning activities

- **Lectures:** the main and fundamental teaching activity; the student attends the lecture delivered by the lecturer and independently processes the content presented (1 ECTS corresponds to 6.66 hours of lectures);
- **Exercises (tutorials):** activities that allow clarification of lecture content through the development of applications. They do not add new content beyond lectures. Typically, exercises are associated with lectures and do not exist independently. In passive exercises, applications are developed by the lecturer; in active ones, the student develops the applications under the lecturer's supervision;
- **Teaching laboratories:** assisted activities involving student interaction with tools, equipment or application software packages;



- **Internship/placement:** for the IBE curriculum, the internship is recognised in the study plan for 6 ECTS, corresponding to a minimum workload of 200 hours; it is permitted to carry out a higher number of hours (up to a maximum of 12 months, with the same host organisation), in order to broaden the training experience and promote the development of transversal skills (soft skills);
- **Internship/placement:** for the EI curriculum, the internship is recognised in the study plan for 3 ECTS, corresponding to a minimum workload of 100 hours; it is permitted to carry out a higher number of hours (up to a maximum of 12 months), in order to broaden the training experience and promote the development of transversal skills (soft skills).

Assessment methods of learning activities

Assessment of learning may take place through written and/or oral examinations according to what is provided and specified in the syllabus of each course. The evaluation criteria are also indicated in the course syllabus.

Examinations are scheduled according to the academic calendar approved by the Department Council and available at the following link:

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

Registration for exams takes place exclusively online from 25 days up to 5 days before the date of the exam session.

At the following link it is possible to consult the dates and times of exam sessions:

https://uninsubria.esse3.cineca.it/ListaAppelliOfferta.do;jsessionid=50B4A8ECD9EEB987ADC367B3F1B92D73.esse3-uninsubria-web-prod-esse3web362?cod_lingua=eng

Art. 9 – Rules for submission of study plans and individual study plans

For the International Business and Entrepreneurship curriculum, the following are provided:

- in the first year, 6 ECTS of freely chosen courses;
- in the second year, 6 ECTS of freely chosen courses and 6 ECTS dedicated to internship/placement or alternative activity.

For the Economics of Innovation curriculum, the following are provided:

- in the first year, 6 ECTS of freely chosen courses and 3 ECTS of internship/placement or alternative activity;
- in the second year, 12 ECTS of freely chosen courses.

The Programme Coordinators carry out orientation interviews in support of the definition of the study



plan. For the choice of elective courses not included in the list provided for by their curriculum, the student must contact the Curriculum Coordinator.

Study plans consistent with the educational offer of the Degree Programme are automatically approved by the Student Office.

The student may submit an individual study plan, provided that it is consistent with the educational project and with the learning objectives of the Degree Programme. The plan must be submitted for approval to the Curriculum Coordinator, accompanied by appropriate justification. The Coordinator verifies its consistency and may request any necessary modifications.

The study plan must be submitted in the first year, within the deadlines established annually by the Student Office and published at the following link:

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

Completion takes place online through the reserved area of the ESSE3 system, indicating:

- the courses included in the “choice groups”, as indicated in the study plan;
- the student’s elective courses (TAF D).

The individual study plan may be submitted or modified each academic year, within the deadlines established by the Student Office and subject to renewal of enrolment.

Student’s elective courses (letter D)

Within the “Student’s elective courses”, students, in the first year, may choose among the courses offered by the Degree Programme (choice groups), where not already selected, or among courses delivered by other Degree Programmes of the Department or of the University (provided that they are consistent with their study path and subject to approval by the Curriculum Coordinator).

Additional language skills, IT and relational skills, internships and other activities (letter F)

Within “Additional language skills, IT and relational skills, internships and other activities”, students may choose among:

- courses offered by the Degree Programme, where not already chosen, or in other Degree Programmes delivered by the Department or by the University (for the latter, approval by the Curriculum Coordinator is required);
- internships/placements;
- activities planned by the Department and publicised annually that provide for the recognition of ECTS;
- activities planned by the University Teaching and Learning Center that allow the acquisition of transversal skills and the recognition of ECTS following a resolution of the Department Council.

The student may modify the study plan in subsequent years, if regularly enrolled.

Recognition of language and IT certifications

Students already in possession of a certification attesting the same level of knowledge as the compulsory Advanced Business English exam (3 ECTS) may submit a request for recognition to the Student Office.



Certifications obtained within the last five years from the date of submission of the request for recognition are eligible for recognition.

Currently recognised certificates:

- BEC HIGHER (Business English Certificate)
- BEC VANTAGE (Business English Certificate)
- LINGUASKILL BUSINESS (Business English Certificate)
- TOEIC 4-SKILLS (Test of English for International Communication)

BEC certificates are no longer issued as of 2023; however, they remain valid until 2030. The other certificates have a validity of 5 years.

The updated list of recognised certifications, with the corresponding grading scale (out of 30), will be available online on the web pages of the degree programme:

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

Additional courses (extra credits)

Courses and learning activities included in the study plan in addition to those required for obtaining the degree are considered as extra credits. The corresponding ECTS credits (CFU), acquired beyond the 120 ECTS required, are nonetheless recorded in the student's academic career and may be subject to subsequent recognition in accordance with current regulations. The grades obtained in such activities are not included in the calculation of the average grade of examinations, pursuant to Art. 20, paragraph 5, of the University Teaching Regulations.

Art. 10 – Opportunities offered during the study programme

Internationalisation

As mentioned previously, internationalisation represents a fundamental aspect of the educational path and the Degree Programme offers numerous international mobility programmes (Double Degree, Erasmus+ Programmes, Student Exchange Programmes).

Erasmus+ Programme

Students of the Department of Economics participating in the Erasmus+ Study programme may choose as their destination one of the 55 universities in 14 European countries with which bilateral exchange agreements are active.

Within the Department there is a Delegate for international relations (and Erasmus Delegate), two additional Erasmus+ Delegates and an Internationalisation Committee. The Delegate, supported by the Erasmus Delegates, carries out information and guidance activities for students intending to participate in the Erasmus+ Study programme. He/she assists and advises students in the preparation of the Learning Agreement; approves the Learning Agreement before departure; provides assistance via email during the stay at the partner university; approves the conversion of exams taken abroad. He/she also carries out orientation and information activities for incoming Erasmus students, signs their Learning



Agreement and any modifications.

The Delegate for international relations is the main contact for students also for exchange programmes (Double Degree) and for international students enrolled in the Master's degree. The Delegate for international relations and the Erasmus Delegate of the Degree Programme assist and advise students in preparing the Learning Agreement; approve the Learning Agreement before departure; provide assistance via email during students' stay at the partner university; validate exams taken abroad; validate internships carried out in international mobility. They also carry out orientation and information activities for incoming students, signing their Learning Agreements and any modifications.

The Department has established a Double Degree Committee that coordinates with the corresponding Committees of partner universities, as provided by the relevant agreements, in the management of the Double Degree programme and its study plan, and supervises the implementation and functioning of the programme, also in collaboration with Department offices (Teaching Manager and Foreign Students' Office) and University offices (Student Office, International Relations/Erasmus Office).

Double Degree programmes

Within the degree programme there are currently five Double Degree programmes active with:

- Friedrich-Schiller-Universität Jena (Jena, Germany);
- Universität Hohenheim (Stuttgart, Germany);
- Université de Bordeaux (Bordeaux, France);
- University of Applied Sciences – Hochschule Fulda (Fulda, Germany);
- Kaunas University of Technology – School of Economics and Business (Kaunas, Lithuania).

There are also two international mobility programmes (non-EU): one signed with the Indian Institute of Foreign Trade (IIFT, Deemed University) in New Delhi (India), to which – from the academic year 2024/25 – an agreement with Hung Vuong University (DHV) in Ho Chi Minh City (Vietnam) has been added, providing for the activation of a “blended master degree” on the Economics of Innovation curriculum.

Seminar requirement for Double Degree

Degree programmes with which GEEM has Double Degree agreements require the mandatory acquisition of a certain number of credits in seminar mode. This is a course/exam format widespread in Germany in which, after some lectures by the lecturer aimed at explaining the basics of the subject, the student is required to write a scientific-style paper on a topic agreed with the lecturer. The writing of the paper is followed by a presentation in class with discussion by other students. In order to familiarise students who intend to participate in the Double Degree programme with this examination format widespread in Europe, students are required – if they intend to participate in the Double Degree programme – to acquire 6 ECTS in seminar mode in Italy. Among the prerequisites for participation in the Double Degree there is therefore the inclusion in the study plan of 6 ECTS in seminar mode in the first year, and the passing of these exams by the summer session of the first year. Each of the two curricula



offers courses in seminar mode.

Admission procedure to the Double Degree programme

Outgoing students

At the end of the first semester, a selection call is issued for students who intend to participate in the Double Degree programme, which may also include the allocation of scholarships.

The Double Degree Committee carries out the selection of students participating in the call.

The Delegate for international relations and the Erasmus+ Delegate of the Degree Programme support admitted students in preparing a Learning Agreement before departure, built on the basis of correspondence tables of the study plans of the partner universities.

At the end of the study period at the partner university, the Delegate for international relations and the Erasmus+ Delegate of the Degree Programme, on the basis of the Learning Agreement and the Transcript of Records, validate the exams taken abroad.

Incoming students

Students coming from foreign universities with which a Double Degree agreement is in force are required to regularise their enrolment at our University through the portal used by Incoming Erasmus Students and Visiting Students. To the enrolment application, foreign students must attach the Transcript of Records and the Learning Agreement signed by the person responsible for international mobility at their home university. Upon arrival of students at the University, the Student Office proceeds with their official enrolment.

Foreign Students Help-Desk

The Department has established the Foreign Students Help-Desk (foreign.students.eco@uninsubria.it) with responsibilities of information, guidance and support for international students (Erasmus, participants in Double Degree and Student Exchange programmes, international students, i.e. degree seekers enrolled in GEEM) – and more generally for students enrolled in GEEM and participating in various international mobility programmes – as well as management of the related administrative procedures.

Internships/Placements and Placement Services

The curricular internship/placement is an experience that completes the student's education within public or private organisations, allowing them to become familiar with different working environments and acquire specific skills. During the internship/placement, students may obtain ECTS credits according to their study plan.



The Department of Economics has established the Internship and Orientation Office, which works closely with the Internship and Placement Committee. In particular, the Internship and Orientation Office of the Department of Economics provides the necessary assistance to students and to external companies/organisations to ensure that the internship/placement activity is carried out effectively.

Through the AlmaLaurea Placement Platform, students may choose the host organisation among those that have published internship/placement offers or may independently identify the host organisation.

Specifically, the Office performs the following activities:

- selection and activation of curricular internships/placements for students;
- support to students in searching for internships/placements, use of the Placement platform and activation of internships/placements;
- management of funding and work grants provided by external bodies for the activation of curricular and extracurricular internships/placements;
- publication of internship offers proposed by companies/organisations;
- support to external companies/organisations in managing internships/placements;
- organisation of events connecting with the labour market.

With regard to transition to employment, the University Orientation and Placement Office manages placement and career support services at University level. In recent years, significant attention has been devoted to transversal skills necessary for building a successful career, as well as to preparation for curriculum vitae and job interviews, also through the involvement of external professionals specialised in networking, public speaking and recruiting. The Department of Economics contributes to the University Career Day by hosting, within teaching activities, companies/organisations and professionals aimed at presenting their professional realities and conducting introductory interviews with students who request them.

For further information consult the following link:

<https://www.uninsubria.it/servizi/tutti-i-servizi/servizi-web-orientamento-e-placement>

(Italian

version)

Art. 11 – Award of the degree

The final examination consists in the presentation and discussion of a dissertation prepared originally by the student under the supervision of a supervisor and assessed by an Examination Committee composed of at least five lecturers and chaired by a full professor belonging to the Department. A second examiner is appointed for each student.

The final examination is assigned 18 ECTS credits.

The dissertation is written and discussed in English. The student may request the assignment of the dissertation from any lecturer or researcher of the Degree Programme, agreeing on the topic. Upon



proposal of the supervisor and after consultation with the second examiner, the Committee determines the final degree mark.

The final mark is expressed out of one hundred and ten and is calculated as the sum of the following elements:

- weighted average of grades, calculated on the basis of the number of credits assigned to each exam and converted to a scale out of 110;
- 0.33 points for each distinction (cum laude), to be added to the mark out of 110;
- points for timeliness of completion of studies: this consists of the recognition of 2 additional points to be included in the final degree mark (expressed out of 110). These points are awarded to students who complete their degree within the prescribed duration of the programme, without any period of being “out of course” or interruptions/suspensions of their academic career, and who enrol in the first year of the Degree Programme also in the case of transfer from another university or change of programme without shortening of the academic career. The additional score is awarded starting from students enrolled in the academic year 2015/16;
- assessment assigned to the dissertation and its discussion. The evaluation of the dissertation follows the criteria below:
 - negative – in the presence of multiple deficiencies, where the dissertation, in the opinion of the Committee, cannot be improved;
 - from 0 to 2 points – the dissertation constitutes a mere restatement of existing texts and presents limitations or gaps;
 - from 3 to 4 points – the dissertation is just sufficient; it shows limited knowledge of the topic and strictly concerns the subject;
 - 5 points – the content is presented clearly and in an orderly manner. The essential bibliography has been consulted and understood; models and empirical analyses are presented correctly; the structure is coherent;
 - from 6 to 7 points – the candidate has explored related topics in depth. The dissertation reflects the student’s ability to make comparisons and thematic connections, as well as to address critical/problematic aspects;
 - from 8 to 10 points – the dissertation demonstrates independent judgement, considerable critical ability, in-depth analysis of specific aspects, extensive bibliographic knowledge and investigations on the topic. During the discussion, the candidate shows interest and competence.

A request for a score higher than 7 points (and/or with distinction) must be communicated by the supervisor to the Director and to the second examiner at least 15 days before the graduation session, through a report indicating the particularly significant aspects of the dissertation; where the candidate’s initial mark is lower than 102/110, the presence of a second second examiner is required.

Where the dissertation presents particularly significant content or elements of originality, the Committee may unanimously award a distinction (cum laude), upon proposal of the supervisor and the second examiner (or second examiners); following the same procedure, it may also award a commendation or declare the dissertation worthy of publication.



A distinction (cum laude) may not be awarded if the weighted average of grades is lower than 98/110.

Students participating in the Double Degree programme may prepare their dissertation at partner universities, according to the procedures проведено in the relevant agreements governing the Double Degree programme, but they are in any case required to discuss their dissertation during one of the graduation sessions scheduled at the Department, before a Department Committee, according to the procedures indicated on the website. Foreign students in Double Degree programmes are required to comply with the same procedures and administrative requirements provided for Italian students.

Specific learning objectives

The final examination is aimed at verifying that the graduate has acquired an advanced body of scientific and methodological knowledge, as well as developed critical skills, useful for addressing, analysing and defining economic-business issues with a professional approach. Through the final examination, the graduate demonstrates the ability to use the theoretical tools acquired during the programme in a flexible manner, adapting them to the specific topic.

Upon award of the degree, 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.

Further information is available at the following link:

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

Art. 12 – Quality assurance of the degree programme

The Quality Assurance (QA) system of the Degree Programme (CdS) is structured in an articulated manner and involves several bodies with defined roles and responsibilities, in accordance with University guidelines. The reference bodies are the Department Council, the Department Executive Committee (where appointed), the Joint Committee of Lecturers and Students (CPDS) and the Internal Quality Assurance Committee of the Degree Programme (AiQua).

The Department Council is the decision-making and steering body. It normally meets on a monthly basis for the ordinary management of the Department and the Degree Programme and to deliberate on preparatory activities carried out by delegated committees. In this context, the main processes relating to teaching planning are approved and monitored (establishment, activation and deactivation of Degree Programmes, educational offer, admission procedures, definition of teaching capacity, academic calendar, allocation of teaching activities and supplementary teaching), as well as orientation activities and national and international agreements. The Council also performs a supervisory function over the QA system, examining the outcomes of monitoring and evaluation activities of the Degree Programme and deliberating on any corrective actions.

The Programme Coordinator plays a central role in the QA system: he/she coordinates teaching and organisational activities, chairs the AiQua Committee and is responsible for the planning, implementation



and monitoring of improvement actions, as well as for the drafting of official documentation.

The Programme Coordinator chairs the Advisory Board and oversees stakeholder consultation activities, ensuring continuous alignment with the labour market and the consequent updating and improvement of the educational offer.

The AiQua Committee represents the operational body of QA at Degree Programme level and plays a fundamental role in managing teaching quality processes through activities of design, implementation, control and monitoring. It supports the Coordinator in managing the educational offer and is responsible for drafting the main QA documents, including the Annual Single Report of the Degree Programme (SUA-CdS), the Annual Monitoring Report (SMA) and the Cyclical Review Report (RRC). To this end, it systematically analyses the available data, with particular reference to monitoring indicators, the results of teaching evaluation questionnaires, the organisation of services and internships, as well as surveys of graduating students and graduates (in particular those of AlmaLaurea concerning satisfaction and employment conditions).

The Committee also examines the reports of the Evaluation Unit (NdV) and the CPDS, bringing any critical issues to the attention of the Degree Programme and formulating proposals for improvement. It evaluates the overall performance of the Degree Programme with reference to teaching, regularity of study careers, internationalisation, student satisfaction and graduates' employment conditions, ensuring continuous monitoring. The results of these activities are periodically presented to the Department Council in order to ensure an effective flow of information and to support decision-making processes.

In carrying out its functions, the AiQua Committee is supported by a Quality Manager (MDQ) of the relevant teaching structure, who participates in the activities, provides administrative support, makes available the data necessary for drafting documents and contributes to facilitating the flow of information and documentation.

The Joint Committee of Lecturers and Students (CPDS) carries out monitoring and evaluation activities of the Degree Programmes. It analyses the results of teaching evaluation questionnaires and the Good Practice project, examines indicators and the Monitoring Report, identifies critical issues and formulates proposals for improvement. It prepares annually the Annual Report, which represents an essential contribution to the activities of the AiQua Committee and to the decisions of the Department Council, maintaining constant dialogue also with the Programme Coordinators.

In all bodies, the presence of student representatives is ensured; they actively contribute to the QA system by reporting critical issues, proposing improvements and verifying the transparency and accessibility of information.

The activities of the collegiate bodies are documented through minutes and are carried out in compliance with the deadlines established by the academic bodies and the MUR. Further information on the QA system and on the AiQua Committee is available at the following links:

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

<https://www.uninsubria.it/ateneo/ci-presentiamo/organi-di-ateneo/commissioni/la-commissione-aiqua-cds-magistrale-global> (Italian version)



Art. 13 – Final and transitional provisions

Amendments and additions: any amendments or additions to these Regulations shall be approved by the Department Council, in accordance with the statutory and regulatory provisions of the University.

Referral provisions: for all matters not expressly provided for in these Regulations, reference is made to the general regulations of the University and to the legislative provisions governing higher education.



Annex 1 – Study plan

Study plan

CURRICULUM IN INTERNATIONAL BUSINESS AND ENTREPRENEURSHIP

I YEAR Compulsory courses									
SEM.	Course	Module	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 term	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 Teaching Economics of Innovation							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	International Trade Law and Transnational Business Law	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/ Student's choice	6			V

I YEAR Optional courses									
SEM.	Course	Module	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 between:									
I	Startup Lab		ECON-07/A	SECS-P/08	Core	6	40		V
	Supplementary Teaching Startup Lab							10	
I	International Marketing Lab		ECON-07/A	SECS-P/08	Core	6	40		V
1 course to be chosen between:									
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	6	40		
	Supplementary Teaching Open Innovation and Startup Ecosystems							12	



1 course to be chosen between:								
II	International Business		ECON-07/A	SECS-P/08	Core	6	40	V
II	Seminar in Entrepreneurship and Innovation Management		ECON-07/A	SECS-P/08	Core	6	40	V
	Supplementary Teaching Seminar in Entrepreneurship and Innovation Management					12		

II YEAR Compulsory courses

Course	Module	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		INFO-01/A	INF/01	Other activities	3	20		V
International Economics		ECON-01/A	SECS-P/01	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/ Student's choice	6			V
Internship**		NN	NN	F/Curricular and orient Internships	6			I
Final exam		NN	NN	E/Final exam	18			G

II YEAR Optional courses

Course	Module	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 insegnamento a scelta tra:								
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 activities **L:** lecture **EsE:** exercise **Lab:** laboratory **SEM:** seminar **St:** sinternship **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 other University Departments.

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

Regarding the Internship, please refer to the Regulations for Curricular Internships: https://www.uninsubria.it/sites/default/files/Documenti_Orientamento/RegTirociniDiECO.pdf



CURRICULUM IN ECONOMICS OF INNOVATION

I YEAR Compulsory courses									
SEM.	Course	Module	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 term	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/ Student's choice	6			V
	Internship**		NN	NN	F/Curricular and or Internships	3			I

I YEAR Optional courses									
SEM.	Course	Module	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 among:									
I	Behavioral and Experimental Economics		ECON-01/A	SECS-P/01	Core	6	40		V
	Supplementary Teaching Behavioral and Experimental Economic							12	
II	Transport Economics and Innovation		ECON-04/A	SECS-P/06	Core	6	40		V
I	Topics in Innovation Economics I		ECON-04/A	SECS-P/06	Core	6	40		V
1 course to be chosen among:									
II	International Economics		ECON-01/A	SECS-P/01	Core	6	40		V
	Supplementary Teaching 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 among:									
I	Behavioral and Experimental Economics		ECON-01/A	SECS-P/01	Core	6	40		V
	Supplementary Teaching Behavioral and Experimental Economic						12		
II	Transport Economics and Innovation		ECON-04/A	SECS-P/06	Core	6	40		V
II	Topics in Innovation Economics II		ECON-04/A STAT-04/A	SECS-P/06 SECS-S/06	Core	3 3	40		V

II YEAR									
Course	Module	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/ 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 activities **L:** lecture **Ese:** exercise **Lab:** laboratory **SEM:** seminar **St:** sinternship **StE:** internship abroad **T:** traineeship **U:** field trip

* 6 ECTS in the 1st year and 12 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 other University Departments.

* 3 ECTS in the 1st year to be chosen between an Internship or other training activities (organized by the Department of Economics or other University Departments).

Regarding the Internship, please refer to the Regulations for Curricular Internships:

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



Annex 2 – Summary of course learning objectives (at least mandatory courses)

Mandatory courses Curriculum IBE “International Business and Entrepreneurship”

<i>Course</i>	<i>Year</i>	<i>Summary of course learning objectives</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).
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: <ul style="list-style-type: none"> - understand the core theories used in the field of studies of entrepreneurship and innovation management; - manage the appropriate terminology in this field; - use/manage all the tools presented during the course re: startup creation, business planning, business modeling, fundraising; - 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. At the end of the course students will be able to: <ul style="list-style-type: none"> - understand the main economic and financial variables used to evaluate different types of funding and their impact on firms' capital structure; - 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	The course provides a robust foundation in the economics of innovation, equipping students with the core concepts and analytical tools necessary to understand technological change, its economic drivers, and its consequences. At the end of the course, students will be able to: <ul style="list-style-type: none"> - critically analyze key issues, including innovation measurement, the link between innovation and economic growth, the role of patents, and the function



		<p>of governments and universities within the innovation ecosystem;</p> <ul style="list-style-type: none"> - apply statistical and econometric techniques to analyze innovation data from diverse sources; - conduct empirical research by reviewing literature, collecting data, and performing descriptive analysis on specific innovation topics; - enhance professional competencies in critical thinking and public oral presentation.
<p>Quantitative Methods for Management Mod. 1 Applied Statistics Mod. 2 Applied Mathematics</p>	1	<p>The purpose of the course is to provide the students with the knowledge of the fundamentals of statistics and data analysis, starting from the vocabulary of statistics to model implementation and interpretation. The course is intended to provide both theoretical mathematical justifications of statistical analysis and practical applications to real-world problems characterized by high uncertainty and rapid changes. 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.</p> <p>Therefore, at the end of the course the students will be able to:</p> <ul style="list-style-type: none"> - understand the main concepts of theoretical and applied statistics; - understand the main domains of applications of statistics, with particular reference to the areas of management, economics, marketing and finance; - transform a real-world problem into a statistical language problem; - 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.
<p>International Trade Law and Transnational Business Law Mod. 1 International trade law Mod. 2 Transnational Business Law</p>		<p>The course aims at providing students with in-depth knowledge of the rules governing international trade and how to best face from a legal perspective the major challenges that entrepreneurs, managers and consultants have to face when promoting business abroad.</p> <p>At the end of the course students will be able to:</p> <ul style="list-style-type: none"> - use the appropriate terminology used in the field of study to negotiate and conclude agreements and other forms of cooperation with international business partners; - understand the main sources governing international trade law, both regarding relations between private individuals (individual entrepreneurs or companies) and regarding the role and competences of States, individually or through participation in international organizations;



		<ul style="list-style-type: none"> - understand the economic and legal foundations of EU competition law, and navigate the complexity of the EC Merger Regulation; - navigate the complex mechanisms for resolving international disputes through the analysis of the main conventions on judicial; - understand and discuss challenges posed by digitalization and artificial intelligence.
Management and Governance of Family Firms	2	<p>The course 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.</p> <p>At the end of the course, students will then be able to:</p> <ul style="list-style-type: none"> - critically analyze concepts and models and apply them to real situations; - make diagnoses of various and complex family business issues; - identify – and discuss – possible solutions and evaluate their pros and cons.
International Economics	2	<p>The course aims at providing students with strong knowledge about the way 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 explaining the point of view of the critical heterodox approaches to macroeconomics mainly inspired by post-keynesian scholars, which are usually neglected in traditional courses.</p> <p>At the end of the course student will be able to:</p> <ul style="list-style-type: none"> - collect data in order to produce descriptive empirical analyses and reports; - understand macroeconomic reality as dealt with in specialized non-academic outlets; - compare and analyze real and financial phenomena; - interpret global phenomena at the light of orthodox and heterodox macroeconomic theories.
Lean Development and Agile Methodologies	2	<p>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</p>



		<p>agile methodologies like scrum and kanban and basic understanding of software development-based projects.</p> <p>At the end of the course students will:</p> <ul style="list-style-type: none"> - understand core principles of lean thinking; - understand how lean principles are applied in manufacturing and 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.
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Courses “to be chosen among” Curriculum IBE “International Business and Entrepreneurship”

<i>Course</i>	<i>Year</i>	<i>Summary of course learning objectives</i>
Strategic Management and Business Planning	1	<p>The aim of the course is to provide students with specialized knowledge to create a business plan (BP), starting with the analysis of the economic-strategic viability of the project and then verifying its feasibility. Particular attention is devoted to growth strategies, financial decision-making, and value creation.</p> <p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> - understand the strategic aspects of the business plan and examine all stages of business plan preparation; - evaluate and design growth strategies, assessing their coherence with the firm’s objectives and competitive environment; - construct and evaluate a business plan by analyzing the financial sustainability of both existing and start-up companies; - prepare provisional financial statements; apply financial analysis tools and decision-making models to support business growth and long-term sustainability; - analyze alternative strategic options, evaluating their impact in terms of value creation; - create and organize team work.
Open Innovation and Startup Ecosystems	1	<p>The course is a balanced mix of theory and practice in the emerging field of innovation, with a particular focus on open innovation and startup/scaleup 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.</p> <p>Overall course objectives involve students achieving some advanced learning outcomes, i.e.:</p>



		<ul style="list-style-type: none"> - a thorough knowledge of what open 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 in today complex competitive scenario; - 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 analyzed through business cases and groupworks. <p>Therefore, at the end of the course, students will be able to:</p> <ul style="list-style-type: none"> - use the appropriate terminology in the fields of entrepreneurship and innovation management, with a special focus on open innovation, startups, and high-tech companies; - apply the appropriate tools presented during the course to develop and present solutions to the proposed challenges.
International Business	1	<p>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 a framework for understanding the crisis of the globalization process in the present geopolitical situation 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.</p> <p>On completion of the course, students will be able to:</p> <ul style="list-style-type: none"> - confront the unique challenges of global business; - understand the main special problems involved in conducting international business; - 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	<p>The course aims to develop students' ability to critically engage with academic literature and policy reports in the fields of entrepreneurship, innovation, and international management. Academic and policy-oriented contributions offer robust analytical lenses for interpreting real world complex phenomena. In this respect, students are provided with the proper methodological tools required to understand and discuss</p>



		<p>academic and policy-oriented research in the field, and ultimately, develop analytical thinking, academic writing skills, and familiarity with research methods.</p> <p>At the end of the course, the students will be able to:</p> <ul style="list-style-type: none"> - read and understand the relevant literature in the fields of entrepreneurship, innovation and international management; - select, read and analyze the relevant literature, and discuss emerging issues in the above-mentioned fields of study; - manage research skills and abilities related to research design drafting, data collection and analysis; - critically review and discuss - by adopting the 360° perspective provided by academic research - emerging research issues re: innovation, entrepreneurship and international management and their link to managerial, organizational and financial aspects; - write, present and discuss – in front of an audience simulating a conference setting – a research paper, by applying the appropriate structure and terminology.
<p>Startup Lab</p>	<p>1</p>	<p>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).</p> <p>The “lab” aims at providing the basics for starting a new venture and/or spin-offing a research project, and managing the initial difficulties typically arising in the early stage of development of a new venture.</p> <p>During the lab, students will have the unique opportunity to work with entrepreneurs/managers to address some concrete business cases. For each Lab a company will be selected. 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. During their work, students will have the opportunity to interact with the company and be assisted by mentors who are startup experts. A final pitching session in front of the company’s top management will close the course.</p> <p>Overall course objectives involve students achieving some advanced learning outcomes, i.e.:</p> <ul style="list-style-type: none"> - 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 start-up a business idea, i.e. introduce innovative (high-tech) product/services/business model into the market.



		<p>Therefore, at the end of the course, students will be able to:</p> <ul style="list-style-type: none"> - use the appropriate terminology used in the field of study of entrepreneurship and innovation management in high-tech new ventures; - organize teamwork (tasks, roles and responsibilities, manage deadlines, etc.); - manage the appropriate tools – presented during the course – to provide a solution for the proposed challenges; - present and discuss in front of an audience (professors, mentors and companies' management team/entrepreneurs) the solution developed during the semester.
<p>International Marketing Lab</p>	<p>1</p>	<p>The course provides a balanced mix of theoretical foundations and practical application in the field of international marketing, with a focus on innovation strategies in B2C, B2B or B2B2C markets. It aims to equip students with the knowledge and tools necessary to design and implement marketing strategies in global and dynamic business environments. The course is designed to develop both conceptual understanding and hands-on experience. During the Lab, students work in teams on real business projects, developing international marketing strategies and market analysis aligned with specific business goals provided by companies invited to join the Lab. Students are required to conduct competitive analysis, market segmentation, international targeting and customer profiling, and to design marketing strategies related to products/services (standardization versus local customization), pricing, distribution and communication. Particular attention is given to brand management and the development of brand strategies to support international growth. Throughout the Lab, students, interact with companies' representatives, gain 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. Overall course objectives involve students achieving advanced learning outcomes, including:</p> <ul style="list-style-type: none"> - understanding of key concepts and frameworks in international marketing and strategy; - ability to develop and apply marketing tools in real-world international contexts; - development of analytical, strategic and critical thinking skills. <p>Therefore, at the end of the course, students will be able to:</p> <ul style="list-style-type: none"> - use appropriate terminology in the field of international marketing; - conduct market analysis, segmentation and competitive assessment in international contexts; - design and evaluate international marketing and business strategies;



		<ul style="list-style-type: none"> - work effectively in teams, managing tasks, roles and deadlines; - present and defend strategic decisions and results to companies and professional audiences.
Organization: People and Technologies	2	<p>The course focuses on two main aspects of Organization: people working in 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.</p> <p>At the end of the course the student will be able to:</p> <ul style="list-style-type: none"> - manage the impact of new technologies on human resources; - identify and develop key competencies to effectively manage processes in today's technological context; - understand that effective human resource management is necessary to gain competitive advantage, particularly with regard to the three challenges companies face today: sustainability, technology, and globalization; - discuss the issues reshaping the current role and activities of the HR function; - describe the ICT application framework, its impact on enterprise information systems and propose methodologies to design ICT architecture from a human resource-oriented perspective; - adopt a project management perspective as a method for organizing and realizing new technology-based HR systems.
Digital Economy	2	<p>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.</p> <p>At the end of the course students will be able to:</p> <ul style="list-style-type: none"> - understand the main dynamics of digital economy, the principles of digital transformation, network effects, multisided markets, platform business; - apply the main models to analyze digital economy (business model canvas, Blue Ocean strategies, network effects analysis, platform analysis, profit pools) and to use in real industries and business cases.



Mandatory courses Curriculum EI "Economics of Innovation"

<i>Course</i>	<i>Year</i>	<i>Summary of course learning objectives</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 solution that has been advocated very recently is to teach theory together with data analysis. Therefore, this course is structured 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. The course also aims to fill the gaps that students coming from heterogeneous backgrounds may have in their basic micro-economic knowledge. At the end of the course students will be able to: <ul style="list-style-type: none"> - structure a scientific enquiry, from hypothesis formulation and data collection, to testing and interpretation; - have a basic knowledge of market dynamics, for markets in perfect competition and for oligopolies; - master the interpretation of the results of OLS, IV, 2SLS and ML estimation.
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: <ul style="list-style-type: none"> - understand the core theories used in the field of studies of entrepreneurship and innovation management; - manage the appropriate terminology in this field; - use/manage all the tools presented during the course re: startup creation, business planning, business modeling, fundraising; 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 Mod. 2 Applied Mathematics	1	The purpose of the course is to provide the students with the knowledge of the fundamentals of statistics and data analysis, starting from the vocabulary of statistics to model



		<p>implementation and interpretation. The course is intended to provide both theoretical mathematical justifications of statistical analysis and practical applications to real-world problems characterized by high uncertainty and rapid changes. 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.</p> <p>Therefore, at the end of the course the students will be able to:</p> <ul style="list-style-type: none"> - understand the main concepts of theoretical and applied statistics; - understand the main domains of applications of statistics, with particular reference to the areas of management, economics, marketing and finance; - transform a real-world problem into a statistical language problem; - model real-world data, including corporate and market data; - reasonably interpret model outputs and derive implications for the specific domain of knowledge; <p>formulate and build predictive models, forecast key variables and assess forecast uncertainty.</p>
International Trade Law	1	<p>The course aims at providing students with in-depth knowledge of the rules governing international trade and how to best face from a legal perspective the major challenges that entrepreneurs, managers and consultants have to face when promoting business abroad.</p> <p>At the end of the course students will be able to:</p> <ul style="list-style-type: none"> - use the appropriate terminology used in the field of study to negotiate and conclude agreements and other forms of cooperation with international business partners; - understand the main sources governing international trade law, both with regard to relations between private individuals (individual entrepreneurs or companies) and with regard to the role and competences of States, individually or through participation in international organization; - navigate the complex mechanisms for resolving international disputes through the analysis of the main conventions on judicial;
Economics of Innovation	2	<p>The course provides a robust foundation in the economics of innovation, equipping students with the core concepts and analytical tools necessary to understand technological change, its economic drivers, and its consequences.</p> <p>At the end of the course, students will be able to:</p> <ul style="list-style-type: none"> - critically analyze key issues, including innovation measurement, the link between innovation and economic growth, the role of patents, and the function



		<p>of governments and universities within the innovation ecosystem;</p> <ul style="list-style-type: none"> - apply statistical and econometric techniques to analyze innovation data from diverse sources; - conduct empirical research by reviewing literature, collecting data, and performing descriptive analysis on specific innovation topics; <p>enhance professional competencies in critical thinking and public oral presentation.</p>
Organization: People and Technologies	2	<p>The course focuses on two main aspects of Organization: people working in 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.</p> <p>At the end of the course the student will be able to:</p> <ul style="list-style-type: none"> - manage the impact of new technologies on human resources; - identify and develop key competencies to effectively manage processes in today's technological context; - understand that effective human resource management is necessary to gain competitive advantage, particularly with regard to the three challenges companies face today: sustainability, technology, and globalization; - discuss the issues reshaping the current role and activities of the HR function; - describe the ICT application framework, its impact on enterprise information systems and propose methodologies to design ICT architecture from a human resource-oriented perspective; <p>adopt a project management perspective as a method for organizing and realizing new technology-based HR systems.</p>
International Business	2	<p>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 a framework for understanding the crisis of the globalization process in the present geopolitical situation 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.</p> <p>On completion of the course, students will be able to:</p> <ul style="list-style-type: none"> - confront the unique challenges of global business;



		<ul style="list-style-type: none"> - understand the main special problems involved in conducting international business; <p>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.</p>
Management and Governance of Family Firms	2	<p>The course 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.</p> <p>At the end of the course, students will then be able to:</p> <ul style="list-style-type: none"> - critically analyze concepts and models and apply them to real situations; - make diagnoses of various and complex family business issues; <p>identify – and discuss – possible solutions and evaluate their pros and cons.</p>

Courses “to be chosen among” Curriculum EI “Economics of Innovation”

<i>Course</i>	<i>Year</i>	<i>Summary of course learning objectives</i>
Behavioral and Experimental Economics	1	<p>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, the professor introduces the main concepts, findings, and models of behavioral economics. In the second part of the course, the professor introduces the methodology of experimental economics, discusses some important laboratory and field experiments, and teaches how to design a simple economic experiment.</p> <p>At the end of this course, the student will be able to:</p> <ul style="list-style-type: none"> - master the main concepts, findings, and models of behavioral economics;



		<ul style="list-style-type: none"> - 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	<p>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.</p> <p>This course aims to:</p> <ul style="list-style-type: none"> - develop an understanding of the importance of transport for economic development and the relevance of innovation and eco-innovation for mobility and sustainability; - examine special issues related to transport and logistics industries; - apply economic knowledge to specific transport and mobility problems; - learn how to assign value to non-market goods in transport; - train students to become applied analysts in public or private institutions and organizations. <p>At the end of this course, students will be able to:</p> <ul style="list-style-type: none"> - deliver an oral presentation on a specific issue and discuss it with other students and the lecturer; - acquire basic skills in the analysis of travel demand and supply, transportation system benefits, and negative externalities; - apply the acquired knowledge and tools to critically analyze the dynamics and technological innovations affecting the transportation market and driving sustainability.
Topics in Innovation Economics I	1	<p>This course explores the economic rationale, functioning, and implications of intellectual property rights (IPRs), with a particular focus on patents. It examines how IPRs affect innovation, competition, and market structure, as well as their role in shaping firms' R&D strategies and technology diffusion. Students will learn the main theoretical models explaining the incentives to innovate under different IPR regimes, and analyze empirical evidence on the effectiveness and unintended consequences of IPR policies. The course also discusses contemporary issues such as patent thickets, standard-essential patents (SEPs), non-practicing entities (NPEs), and the global governance of IPRs.</p> <p>The course also introduces ABM for the study of the economics of organizations, combining theory lectures with applied sessions. Computational simulations have long been used in the social sciences, but equation-based and statistical approaches struggle with high levels of complexity. Alternative methods were historically underexplored due to the costs of computational power and programming skills. The recent rise of agent-based modeling (ABM) reflects the fact that both</p>



		<p>barriers have diminished. The course culminates in each student producing an original model on a topic of their choice.</p> <p>At the end of this course, the student will be able to:</p> <ul style="list-style-type: none"> - understand strengths and weaknesses of ABM; - assess when an agent-based approach should be used; - critically evaluate some of the literature on computational simulation; - learn basic programming skills (mostly on NetLogo) and create simulation models; - understand the basics of intellectual property rights; - connect these basics with industrial dynamics.
Topics in Innovation Economics II	1	<p>The course intends to introduce students to classical topics and recent advances regarding mathematical aspects of risk management and their connection with economics of innovation. 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.</p> <p>This course also introduces master's students to the field of innovation economics, which has grown since the 1990s as an autonomous discipline. Its rise reflects the increasing importance of knowledge and innovation for the competitiveness of firms, regions, and economies, as well as the limitations of standard industrial economics in analyzing innovation processes. The field is inherently interdisciplinary, bringing together economists, historians of technology, economic sociologists, engineers, and complexity researchers. The course covers the most important concepts, schools of thought, problems, and methodologies in the analysis of innovation processes.</p> <p>At the end of this course, the student will be able to:</p> <ul style="list-style-type: none"> - tackle intriguing questions about risk in economic and financial contexts through a rigorous mathematical approach; - deal with the most important concepts, schools, problems and methodologies in the analysis of innovation processes.
Seminar in History of Innovation and Economic Growth	1	<p>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</p>



		<p>typologies and the consolidation of techno-economic paradigms, as well as their relations with economic growth and crises.</p> <p>At the end of this course, the student will be able to:</p> <ul style="list-style-type: none"> - find appropriate sources for their project by looking for and finding out the relevant scientific literature and data on a research topic in economic history; - organize their material, drafting an outline and a bibliography of their research project following all appropriate academic conventions; - write a research/academic paper, and present and defend it in class; - understand the basic dynamics behind historical phenomena and familiarize with the application of the scientific method in a historical context.
Seminar in Industrial Dynamics and Evolution	1	<p>This course examines how industries emerge, evolve, and transform over time. Drawing on evolutionary economics, industrial organization, and innovation studies, it analyzes the interplay between technological change, firm behavior, market structure, and institutional context. Special attention is given to policy implications and contemporary challenges such as sustainability and the governance of network industries. Main topics; i) Industry Life Cycle, ii) Technological Regimes and Innovation Patterns, iii) Technological Entry, iv) Market Structure and Innovation, v) Innovation Systems, vi) Policy Tools to Stimulate Demand and Supply of Innovation, vii) Evolution of Network Industries, viii) Green Innovation and Sustainability.</p> <p>At the end of this course, the student will be able to:</p> <ul style="list-style-type: none"> - dig deeper into the literature about a certain topic and elaborate the status quo of the scientific evidence, develop a research question, critically discuss an issue from academic research and write a research paper; - understand current topics in the dynamics of industrial sectors; - assess and criticize the quality of the academic work of peers.
Seminar in Machine Learning and Big Data Analysis	1	<p>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 have been particularly successful in “Big Data” settings, where information is available on a large number of units, on many characteristics of each unit, or both. The aim of this course is to</p>



		<p>present Machine Learning Techniques using an econometric perspective. The aim of this course is to present machine learning techniques from an econometric perspective. Students will learn the concepts and techniques most commonly used in the Machine Learning literature, such as random trees, random forests, boosting, neural networks, and deep learning, as well as their extensions to time series analysis and causal inference, complemented by many practical examples.</p> <p>At the end of this course, the student will be able to:</p> <ul style="list-style-type: none"> - structure a scientific enquiry, from hypothesis formulation and data collection, to testing and interpretation; - understand the problems underlying and the characteristics of the most common implementations (generative AI, agentic AI) of Machine Learning algorithms; - master and implement most of the techniques on real data problems using the statistical software R.
<p>International Economics</p>	<p>1</p>	<p>The course aims at providing students with strong knowledge about the way 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 explaining the point of view of the critical heterodox approaches to macroeconomics mainly inspired by post-keynesian scholars, which are usually neglected in traditional courses.</p> <p>At the end of the course student will be able to:</p> <ul style="list-style-type: none"> - collect data in order to produce descriptive empirical analyses and reports; - understand macroeconomic reality as dealt with in specialized non-academic outlets; - compare and analyze real and financial phenomena; <p>interpret global phenomena at the light of orthodox and heterodox macroeconomic theories.</p>