



ALLEGATO EN-25-ECON-M1-521

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Art. 1 - Typology of course

The University of Pavia has activated a **first level** master in **Business Administration - Global Nexus course** at the **DEPARTMENT OF ECONOMICS AND MANAGEMENT**, for the I.a.a. 2025/26 academic year.

The operation and organizational and administrative-accounting management of the master will be provided by the **Fondazione Alma Mater Ticinensis**.

Edition 5

Disciplinary area ECONOMIC-SOCIAL-LEGAL AREA

Art. 2 - Educational aims, professional opportunities and course appeal

This Post-Bachelor Vocational program aims to train managers capable of mastering digital transformation and leading organizations into the future, by providing the tools to measure the value generated by strategic initiatives. The program has a strong international and global orientation, attracting participants from countries such as China, English-speaking nations, and beyond.

Like MBAs, the program offers a comprehensive overview of core managerial competencies - including strategy, marketing, human resources, and finance - but places particular emphasis on the key skills required to drive change, on soft skills (such as public speaking, team building, and leadership), and on digital transformation from a strategic and organizational perspective. Participants are also provided with a solid foundation in finance through a dedicated module designed to equip them with the tools necessary to assess the value generated within companies.

Graduates of the program are typically professionals already employed in various sectors, with a focus on organizations that are strongly oriented toward innovation and internationalization. These are often medium-to-large companies, although professionals from small and medium-sized enterprises also take part.

A distinctive feature of the Master's program is its extensive use of innovative and interactive teaching methods, including techniques such as the executive flipped classroom and virtual reality sessions for hands-on exercises and teamwork.

Art. 3 - Programme

The Vocational Program has a duration of annuale and provides a total of 1500 hours, divided according to the table below.

All the training activities provided correspond to the acquisition, by the students, of 60 university credits (CFU).

Teaching modules are organized as follows and will be taught in English:

Name	SSD	Language	L(h)	STD(h)	OL(h)	Ex(h)	Tot(h)	ECTS
	SECS-P/11 ECONOMIA DEGLI INTERMEDIARI FINANZIARI	English	70	70	0	110	250	10
Accounting for Value and Growth	Contents: This module summarizes and develops skills aimed at understanding and managing the specifically economic and financial dynamics of an organization. It addresses the decisions of a modern company oriented toward continuous change, particularly in relation to investment operations, financing activities, and cost coverage strategies. The objective of the module is to provide the tools to measure value creation within a company. Starting from the basics of accounting (reclassifications of the income statement, balance sheet, cash flow statement, and construction of financial ratios), it analyzes business planning and evaluation models.							

	SECS-P/08 ECONOMIA E GESTIONE DELLE IMPRESE	English	70	70	0	110	250	10
Creative Construction and Sustained Innovation	Contents: The management of innovation and the creation of hyper-agile organizations are at the heart of the EMBA Ticinensis. Managing innovation means going beyond the creative and inventive phase: it means giving concrete form to disruptive value propositions. Creating agile organizations means building dynamic environments that are inherently oriented toward continuous innovation. This module is based on the book "Creative Construction: The DNA of Sustained Innovation" (2019), written by Prof. Gary Pisano of Harvard Business School, one of the world's leading experts in strategy and innovation management.							
	SECS-P/08 ECONOMIA E GESTIONE DELLE IMPRESE	English	63	63	0	99	225	9
Agile Marketing and Communication	Contents: This module develops essential skills in marketing and corporate communication, covering both foundational elements and emerging trends — from lean marketing to storytelling — with a strong focus on multi-channel strategies and unified commerce. The module draws significant inspiration from the set of strategies and techniques known as Growth Hacking, understood as a process of rapid and continuous experimentation within the company, enabling high-speed execution and exponential growth trajectories.							
	SECS-P/08 ECONOMIA E GESTIONE DELLE IMPRESE	English	63	63	0	99	225	9
Strategic & Global Management	Contents: There are fundamentals that every good manager must master and continuously maintain over time. Among these is strategic management, here presented with a strong focus on change. The emphasis is on optimizing resources and understanding the competitive context, in order to influence it rather than simply endure it. The goal is to define the successful strategic positioning of the company and its evolution over time, managing the tension between — on one hand — the consolidation of core competencies and — on the other hand — the need for continuous innovation.							
	SECS-P/10 ORGANIZZAZIONE AZIENDALE	English	49	49	0	77	175	7
Digital Transformation & Exponential Technologies	Contents: Digital transformation represents a technological and cultural change that pushes organizations to continuously challenge the status quo, experiment, and feel comfortable with digital tools. This topic is addressed here to prepare managers who can consider themselves 'technology savvy' and aware of the potential impact on business models and transformation processes. Digital transformation involves the use of digital and exponential technologies to rethink a product, service, or process and make it more efficient and/or effective. Knowing the main emerging technologies—and their potential—is the fundamental prerequisite to mastering them.							
	SECS-P/10 ORGANIZZAZIONE AZIENDALE	English	56	56	0	88	200	8
Leadership & Soft Skill	Contents: Soft skills refer to cognitive, relational, and communicative abilities that differ from technical skills and competencies related to specific tasks or roles. They are important personal characteristics in any work context because they influence how we respond to the demands of the environment around us. Soft skills are the fundamentals of EMBA Ticinensis, as they are essential and transversal skills that underpin the other topics covered throughout the training program.							
	SECS-P/07 ECONOMIA AZIENDALE	English	35	35	0	55	125	5
Sustainable Management	Contents: Digital transformation is increasingly changing not only the way we work but also the very fabric of society and the relationships between people. For the benefit of people, the planet, and ultimately profit, it is essential that the managers leading this change are guided by solid ethical foundations, which consider as much as possible the 360° sustainability of the choices they are called to make day after day. The topic is developed from different perspectives, taking into account various sectors, including those that are "science-based."							
		PARTIAL	406	406	0	638	1450	58
Internship/Stage		English					25	1
Final exam							25	1
						TOTAL	1500	60

The training period may not be suspended.

Transfers to similar Vocational Programs at other universities are not allowed.

Art. 4 - Assessment of ongoing learning

The evaluation of the participants is carried out through 7 assignments in progress (one for each module), which are individual tasks aimed at assessing how well the participants are able to apply the concepts developed during the Master's program. To be admitted to the final exam, a positive assessment must be achieved in at least 6 out of these 7 assessments.

Art. 5 - Final exam and achievement of qualification

The final examination will consist of a project work accompanied by a written report, which will be assessed by a dedicated evaluation committee.

At the end of the Vocational Program, participants who have carried out all the activities and fulfilled the obligations, upon passing the final exam will be awarded the primo Vocational Program's Diploma in "Business Administration - percorso Global Nexus"

Art. 6 - Faculty

Teaching will be held by faculty from the University of Pavia, and from other universities as well as by highly-qualified professional experts.

Art. 7 - Admission requirements

The master is aimed at those who have obtained a Bachelor's Degree, pursuant to D.M. n. 509/99 and D.M. n. 270/04 or previous, in any discipline.

Additional requirements for admission to the Master in Business Administration include:

- a) a minimum of five years of professional work experience;
- b) proficiency in the English language.

The maximum number of places available is 100.

The minimum number of participants to activate the course is 8.

The Academic Board will also be able to assess whether the conditions for expanding the maximum number of participants are met.

Candidates are always subject to a selection process conducted by a Committee composed of the Program Coordinator and two faculty members of the Program.

A merit ranking, expressed on a scale of 30 points, is drawn up based on the following evaluation criteria:

1. Up to a maximum of 15 points for professional experience and, more broadly, the overall quality of the curriculum vitae. Particular attention will be given to:

- Managerial experience;
- International experience;
- Experience in innovative and/or entrepreneurial projects

Minimum score required to pass this evaluation: 10 points

1. Up to a maximum of 10 points based on the outcome of a motivational interview, which may be conducted in person or via videoconference.

Minimum score required to pass this evaluation: 5 points

1. Up to a maximum of 5 points based on English language proficiency, assessed during the interview or through official certification of language level.

In the event of a tie in the final ranking, priority will be given to the application submitted earlier in chronological order.

In case of withdrawal of one or more candidates, the vacant place/places will be made available to the next candidate in the ranking, up to the coverage of all available places.

AUDITING CLASSES

Admission to auditing classes is subject to the following criteria:

possession of a Bachelor's Degree, pursuant to D.M. n. 270/04 or D.M. n. 509/99 or equivalent, in any class.

Additional requirements are:

- a) minimum of 5 years of work experience;
- b) knowledge of the English language.

Art. 8 - Deadline for admission application

Applicants must submit their application for admission in accordance with the procedures, set out in the Call for Admission, from 31/07/2025 and by the deadline of 12/11/2025.

The requirements of the Call for admission and this Attachment, must be held by the deadline for application.

Art. 9 - Attachments to upload for the admission application

Candidates must attach, during the online application procedure, the scan of the following documentation:

1. a **curriculum vitae** with an indication of the admission requirements and for eventual selection (degree mark, publications, postgraduate qualification and professional experience).

Art. 10 - University tuition and fees

Enrolment

For the I'a.a. 2025/26, those enrolled in the course must pay the sum of **€ 10.000,00**, inclusive of: € 16,00 (stamp duty tax) € 200,00 (Administrative fees).

The amount is divided in 3 installments:

- installment 1 of € **4.000,00**, to be paid at the time of enrollment
- installment 2 of € **4.000,00**, to be paid before **31/01/2026**
- installment 3 of € **2.000,00**, to be paid before **31/05/2026**

Bodies or national/international subjects can contribute to the functioning of the Vocational Program by providing scholarships aimed to enrollment/internships attendance. In the event of finalization of the aforementioned agreements, they will be publicized on the relevant website with the eventual award criteria.

Final exam

In order to be admitted to the final exam, candidates must submit a specific application form along with the payment of 116,00 as a fee for the issuance of the Vocational Program's Diploma (including n° 2 stamp duty tax of 16,00 paid virtually: one for the parchment and one for the application). The cost of the parchment could be updated by resolution of the Board of Directors after the publication of this notice.

Art. 11 - Web site and Organizational Secretary

Any communication and important information regarding candidates and students will be published on the following website:
<https://www.embaticinensis.eu/>

For information regarding the course organization:

Organizational Secretary

The Organizational Secretary is held by FAMT will be managed by:

Dott. ssa Grazia Bruttocao, email: fondazione@unipv.it

Sig.ra Barbara Boccardi, email: segreteriafamt@unipv.it

Dott. Alberto Giacobone, email: supporto@embaticinensis.eu

The contact persons are Dott. ssa Grazia Bruttocao - Sig.ra Barbara Boccardi and Dott. Alberto Giacobone