



ALMA MATER STUDIORUM
UNIVERSITÀ DI BOLOGNA

AREA
FORMAZIONE E DOTTORATO

PROFESSIONAL MASTER PROGRAMME SHEET - 2026-2027 A.Y.

Title	Master in Human Resources and Organization
Code	9023
Level	Level I
Director	Prof. Ludovico Bullini Orlandi
Registration fee for selection and enrolment fee	<p>Registration fee for selection: € 60.00</p> <p>non-refundable contribution for administrative services (Article 1 of the call for applications).</p> <p>Enrolment fee: € 14.800 Total contribution in figures:</p> <ul style="list-style-type: none"> • € 1.850 to be paid strictly by 17/03/2026 for Round 1, 26/05/2026 for Round 2, 28/07/2026 for Round 3, and 6/10/2026 for Round 4. • € 7.000 to be paid by 30/11/2026 • € 5.950 to be paid by 28/02/2027 <p>Details regarding the payment methods for the second and third instalments, which must be settled by their respective deadlines, will be communicated to participants in due time via email.</p> <p>If external funding is provided by sponsoring institutions, full waivers and/or reduced tuition fees may be granted to candidates achieving the highest rankings across the four selection rounds.</p> <p>Reduced Tuition Schemes:</p> <p>Band 1: reduced tuition € 10.800. First instalment € 1.850; second instalment € 7.000; third instalment € 1.950.</p> <p>Band 2: reduced tuition € 8.800. First instalment € 1.850; second instalment € 6.950.</p> <p>Band 3: full tuition waiver; in case of a full waiver, students are still responsible for a fixed fee of € 184,54 (regional tax, stamp duties, insurance, and diploma issuance).</p> <p>Tuition may also be covered by third-party sponsors (Public Bodies, Foundations, Companies, etc.). In such cases, the candidate must promptly request from the Program Office (professionalmasters@bbs.unibo.it) the nominal <i>Letter of Intent template</i>, through which the sponsoring entity formalizes its commitment and submits it to the University of Bologna via PEC (to: scriviunibo@pec.unibo.it; cc: master@unibo.it).</p>
Subject area	Social, Economics, Law



<p>Professional master programme description: objectives/targets</p>	<p>Pursuant to Decree no. 270 of 22 October 2004 of the Italian Ministry of Education, University and Research, for the academic year 2026–2027, Alma Mater Studiorum – Università di Bologna, with Bologna as the administrative seat, will run a first-level professional master programme in “Human Resources and Organization”.</p> <p>The Professional Master’s Programme has been set up on the proposal of the Department of Management (DISA) and in cooperation with Fondazione Bologna Business School (BBS)</p> <p>The Professional Master’s Programme aims at enabling the students who will receive positive assessment upon completion of the course to cover managerial positions in the Human Resources departments of enterprises, public administration and consulting companies. The Master will train the participants in managing proficiently organizational design and in facing the challenges of managing a multicultural group.</p>
<p>Titles required for admission</p>	<p>The programme is reserved for candidates who, by the time of enrolment (31/03/2026 for window 1, 26/05/2026 for window 2, 28/07/2026 for window 3, 6/10/2026 for window 4) are in possession of the following qualifications and access requirements:</p> <ul style="list-style-type: none"> • All first cycle degree and/or second / single cycle degree obtained under D.M. 270/04 or first cycle degree and/or second / single cycle degree obtained under the laws previously in force (DM 509/99 and Old Regulations); • First cycle degree and/or second / single cycle degree obtained abroad deemed equivalent to those described in the point above by the admission committee, for the purposes of admission to the Master.
<p>Other admission requirements</p>	<p>The documents required for the selection process are specified in the operational instructions (front-and-back copy of a valid ID; degree certificate), in addition to the specific documents listed below:</p> <ol style="list-style-type: none"> a) Curriculum Vitae in English; b) Motivation Letter in English; c) Reference Letter in English (optional); d) Passport-style identification photo; e) English language proficiency certificate (TOEFL, IELTS, or Cambridge English) demonstrating a minimum level of B2 according to the Common European Framework of Reference. Applicants who do not hold such certification will be required to sit a written test to verify English proficiency; f) If available, GMAT or GRE score report, with a minimum score of 550 (GMAT) or equivalent (GRE). Candidates who do not possess such certification will be required to take the written aptitude test.



	Applicants holding a degree obtained abroad, if admitted, will be required to present the original documentation to the Master's Office, in accordance with what is stated in the <i>Conditional Enrollment Form</i> .
Course structure	<ul style="list-style-type: none"> • Strategic accounting and budgeting – Subject group: SECS-P/07 – ECTS credits: 2 • Employee relations - Subject group: US/07 – ECTS credits: 1 • Organizational Structure and Design– Subject group: SECS-P/10 – ECTS credits: 3 • Organizational behavior - Subject group: SECS-P/10 – ECTS credits: 3 • Culture and Diversity Management - Subject group: SECS-P/10 – ECTS credits: 3 • Recruitment and onboarding - Subject group: SECS-P/10 – ECTS credits: 2 • Leading and Developing Talent - Subject group: SECS-P/10 – ECTS credits: 2 • Business ethics and sustainability - Subject group: SECS-P/07 – ECTS credits: 2 • HR Information Systems and Digital Tools - Subject group: SECS-P/10 – ECTS credits: 3 • HR Systems and Tech - Subject group: SECS-P/10 – ECTS credits: 2 • Performance management and rewards - Subject group: SECS-P/07 – ECTS credits: 3 • Digital HR, People Analytics and AI - Subject group: SECS-P/10 - ECTS credits: 3 • AIDP design and prototype HR solutions - Subject group: SECS-P/10 – ECTS credits: 2 • Introduction to Generative AI - Subject group: INF/01 – ECTS credits: 1 • Global strategy - Subject group: SECS-P/08 – ECTS credits: 2 • Change and transform organizations with design thinking - Subject group: SECS-P/10 – ECTS credits: 2 • Employer Branding and Value Proposition– Subject group: SECS-P/10 – ECTS credits: 1 • Employee Wellbeing and Retention – Subject group: SECS-P/10 – ECTS credits: 1 • International HR challenge - Exchange program (elective) - Subject group: SECS-P/10 – ECTS credits: 1 • Future of work (elective) - Subject group: SECS-P/10 – ECTS credits: 1
Administrative office	Bologna
Place of teaching	<p>Bologna Business School</p> <p>Villa Guastavillani - Via degli Scalini 18, 40136 Bologna</p> <p>Campus, New Building – Via degli Scalini 23, 40136 Bologna</p>
Language	English



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Duration	Annual
ECTS credits	60
Compulsory attendance	70%
Teaching delivery methods	<p>In-person attendance. Classes are scheduled from Monday to Friday, between 9:00 AM and 6:00 PM.</p> <p>For further information, please contact the Program Office at professionalmasters@bbs.unibo.it</p>
Available places	Min. 12 – Max. 50
Application deadline (to register for selection)	<p>Round 1: 2/03/2026 at 11:59 PM CET</p> <p>Round 2: 27/04/2026 at 11:59 PM CET</p> <p>Round 3: 29/06/2026 at 11:59 PM CET</p> <p>Round 4: 7/09/2026 at 11:59 PM CET</p>
Selection date	<p>The selection process will take place as follows:</p> <ul style="list-style-type: none"> • For applicants in Round 1: 5/03/2026 (written aptitude test and written English test) and 10–11/03/2026 (motivational interview); • For applicants in Round 2: 30/04/2026 (written aptitude test and written English test) and 05–06/05/2026 (motivational interview); • For applicants in Round 3: 02/07/2026 (written aptitude test and written English test) and 07–08/07/2026 (motivational interview); • For applicants in Round 4: 10/09/2026 (written aptitude test and written English test) and 15–16/09/2026 (motivational interview).
Selection method	<p>Admission to the Master's programme is subject to the successful completion of the selection process, which consists of a written aptitude test, a written English language test, and a motivational interview. The Evaluation Committee may award a maximum of 100 points, and the minimum score required to be deemed eligible is 60/100.</p> <p>The written aptitude test and the written English test do not contribute to the final score; however, they are considered prerequisites for accessing the motivational interview.</p> <p>All selection tests will be conducted online via videoconference, at a time that will be communicated to candidates and in any case scheduled between 8:00 AM and 8:00 PM (Italian time).</p> <p>Candidates must attend the test with a valid identification document.</p>



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	<p>Candidates who meet the eligibility requirements and who rank within the available slots—based on their overall score—will be admitted to the Master’s programme.</p> <p>In the event of a tie, preference will be given to the younger candidate.</p>
Date of ranking list Publication and opening of enrolments	<p>Round 1: 17/03/2026</p> <p>Round 2: 12/05/2026</p> <p>Round 3: 14/07/2026</p> <p>Round 4: 22/09/2026</p> <p>The rankings can be consulted on Studenti Online by entering your username and password</p>
Enrolment period	<p>Round 1: from 17/03/2026 to 31/03/2026 at 11:59 PM CET</p> <p>Round 2: from 12/05/2026 to 26/05/2026 at 11:59 PM CET</p> <p>Round 3: from 14/07/2026 to 28/07/2026 at 11:59 PM CET</p> <p>Round 4: from 22/09/2026 to 06/10/2026 at 11:59 PM CET</p>
Students with a civil disability certificate of 66% or higher or a certificate pursuant to Law 104/92	<p>A number of 2 places are envisaged, even if they exceed the maximum number of available positions, for candidates who are deemed eligible through the selection process. These places include an exemption from tuition fees, net of fixed charges and the application fee.</p> <p>For detailed information on the application and matriculation procedure, please refer to the single call for applications, art. 9</p>
Alumni Association members	<p>There are 2 reserved places, even in addition to the maximum number.</p> <p>For details on how to apply, please refer to the single call for applications, art. 9.</p>
Auditors	<p>There are auditors in a proportion of no more than 20 % of those enrolled, in accordance with art. 10 of the call for applications.</p> <p>Interested persons must indicate their willingness directly to the professional master programme Administration Office by the enrolment deadline. Acceptance of the request will be communicated by 19/10/2026.</p> <p>If not, all auditor places are filled by the above deadline, the Director reserves the right to also assess applications received later, until the</p>



	<p>available places are filled and, in any case, no later than the beginning of the lessons.</p> <p>The auditor fee is € 8.800</p> <p><i>(single instalment to be paid at the time of enrolment, the amount of which may be reduced by up to 50% of the registration fee).</i></p> <p>For information on the auditor status, please refer to art. 10 of the single call for applications.</p>
Implementing procedures: <ul style="list-style-type: none">• Internship/project work• Final examination	<p>Internship: 500 hours – 20 ECTS</p> <p>Final Assessment: Upon verification of the regular completion of all payments, fulfillment of the minimum attendance requirement, successful completion of all examinations, and submission of all documentation required for the activation of the academic career, candidates must undergo an oral defense, either in person or online, of their internship report/project work. The purpose of the defense is to assess whether the learning outcomes defined by the Master's programme have been achieved.</p> <p>For information, please contact the professional master programme Program Office (professionalmasters@bbs.unibo.it)</p>
Start of lessons and information on the calendar of learning activities	<p>Classes will begin in October 2026.</p> <p>Classes are held from Monday to Friday, between 9:00 AM and 6:00 PM, from October 2026 to June 2027. The programme is followed by the internship or project work.</p>
More information	<p>Students who decide to withdraw from or renounce participation in the Master's programme after having paid one or more instalments are not entitled to any refund of the amounts paid, regardless of the reason.</p> <p>Withdrawal from studies is a formal and irrevocable act through which a student terminates their academic career. The withdrawal form must be requested from the Master's Office (master@unibo.it) and returned duly completed, signed, and affixed with the required revenue stamp, together with a front-and-back copy of a valid identity document and the university badge.</p> <p>For non-EU students, withdrawal from studies results in the loss of the requirements necessary to remain legally in Italy.</p> <p>It is not permitted under any circumstances to request a transfer from one Master's programme to another, nor to any other course offered by the University.</p>
For administrative information	<p>Contact the Ufficio Master at master@unibo.it</p>



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	<u>Virtual help desk</u> Mondays and Fridays from 9.00 am. to 11.30 am
For scientific and teaching information	<p>Bologna Business School - Via degli Scalini 18 - 40136, Bologna</p> <p>In person (by appointment via email or phone): from Monday to Friday from 9:00 to 13:00 and from 14:00 to 18:00.</p> <p>Alessandra de Nichilo - +39 051 2090145 – professionalmasters@bbs.unibo.it</p> <p>Michele Coco - +39 051 2090169 - professionalmasters@bbs.unibo.it</p>