



UNIVERSITY OF PAVIA  
DEPARTMENT OF ECONOMICS AND

## COURSE REGULATIONS

(art. 12 - D.M. 22 October 2004 n. 270)

2025/2026 Entering Class

MASTER'S DEGREE IN  
INTERNATIONAL BUSINESS AND  
ENTREPRENEURSHIP

Class LM-77

## **PART ONE – GENERAL**

Art. 1 – Name, class, department and duration

Art. 2 – Regulatory texts

Art. 3 – Body responsible for didactic and organizational coordination

Art. 4 – Administrative services

## **PART TWO – ORGANIZATION OF DIDACTIC ACTIVITIES**

Art. 5 – Annual degree programme report

Art. 6 – Admission requirements

Art. 7 – Didactic organization

Art. 8 – Study plan

Art. 9 – Joint-degree programmes

Art. 10 – Attendance and curricular prerequisites

Art. 11 – Student elective activities

Art. 12 – Internships and placements

Art. 13 – Examinations and end-of-course assessments

Art. 14 – Final examination and awarding of degree

## **PART THREE – PROVISIONS REGARDING STUDENTS' COURSE OF STUDY**

Art. 15 – Criteria for recognition of duly-certified extra-university knowledge and skills

Art. 16 – Criteria for recognition of credits earned

Art. 17 – Criteria for recognition of educational activities undertaken at foreign or Italian universities

Art. 18 – Admission to subsequent years

Art. 19 – Certifications

Appendix n. A – Study plans

#### **Art. 1 – Denomination, class, place and duration**

1. The master's degree in International Business and Entrepreneurship (MIBE) of the Department of Economics and Management at the University of Pavia belongs to the Class LM 77 of the Master's degrees in Economics, as described by the Ministerial Decree n.1649 of 19 December 2023.
2. The duration of the degree programme is two years.

#### **Art. 2 – Regulatory texts**

1. In respect of teaching freedom and the rights-duties of faculty and students, the didactic organization and the course activities for the master's degree in International Business and Economics are disciplined by the present document, the Statute of the University of Pavia, the general regulations of the university, the didactic regulations of the university and the student career regulations.  
The texts can be viewed from the following link:  
<https://portale.unipv.it/it/ateneo/organizzazione/statuto-e-regolamenti>  
For anything not expressly provided for in the present Regulations, the current provisions of the law apply.

#### **Art. 3 – Body responsible for didactic and organizational coordination**

1. The master's degree is offered by the Department of Economics and Management
2. The Department Board designates from among its faculty a member charged with the programme's didactic and organizational coordination.
3. The member in question is assisted by a quality assurance (QA) oversight group, which is also appointed by the Department Board.

#### **Art. 4 – Administrative services**

1. A department office provides administrative support for students regarding course activities in the master's degree.
2. As to matters and applications relating to student careers (enrolments, qualification assessment, transfers, fees, student mobility, etc.), responsibility lies with the following offices: UOC Immatricolazioni e Informastudenti, UOC Admission Office and UOC Carriere Studenti.
3. A Centre of Orientation (COR) also exists to help students in choosing their course of study while at university and with job placement when they graduate. The services provided by the COR can be viewed at the following webpage: <http://cor.unipv.it/>.

### **PART TWO – ORGANIZATION OF DIDACTIC ACTIVITIES**

#### **Art. 5 – Annual degree programme report**

1. Within the deadlines set annually by the Ministry, an annual statement (SUA) is drawn up for the master's degree course, in which all the information relating to the curriculum for the reference cohort is entered. The SUA form can be consulted at <https://gestionididattica.unipv.it/index.php/file/2025SUA02418.pdf>

#### **Art. 6 – Admission requirements**

1. The master's degree MIBE has a limited access through a mandatory admission test. It is possible to enrol to MIBE only if the minimum requirements stated on the subsections from 2 to 7 are met. Furthermore, EU students are admitted following the list created. There are a specific number of spots reserved to Non-EU student. In order to enrol Non-EU student have to gain an eligibility as stated in subsection 10.
2. To be admitted to the master's degree the candidate must possess:

- a degree (including one granted under the regulations pre-dating DM 509/99), a first cycle university degree, or a degree from a foreign university recognized as equivalent to an Italian degree as required by the Student Career Regulations;
3. To be admitted to the master's degree the candidate must have the following minimum curricular requirements:
    - at least 24 university credits (CFU) in one or more of the following academic disciplines (SSD) in economics and business: SECS-P/07; SECS-P/08; SECS-P/09; SECS-P/10; SECS-P/11; SECS-P/13 ;
    - at least 12 CFUs in one or more of the following SSDs in the statistics-mathematics- econometrics field: SECS-P/05; SECS-S/01; SECS-S/02; SECS-S/03; SECS-S/06; MAT/01; MAT/02; MAT/03; MAT/04; MAT/05; MAT/06; MAT/07; MAT/08; MAT/09;
    - at least 5 CFUs in English.
  4. There is maximum tolerance of 10% (6 CFU) for the minimum curricular requirements (subsection 3 and 4) This tolerance may be applied to one of the disciplinary sector code or to one or more groups, except for the knowledge of English. This last requirement must be satisfied.
  5. The minimum curricular requirement for English can be met with a language certificate at or above the B2 level of the Common European Framework (First Certificate in English) regarding oral, listening and reading comprehension skills. The accepted certifications are listed in detail in the call for applications. The 5 CFU English language requirement is also considered fulfilled in the case of a bachelor's degree taught entirely in English. Non-EU Candidates residing abroad who have obtained their degree in non-EU countries, and who therefore come from educational backgrounds that can not be evaluated, as regards meeting the minimum requirements, in the terms set out in paragraph 3 (CFUs, SSDs) but whose academic curriculum, after due conversion, is in line with the minimum requirements set out in paragraph 3, a different admission procedure is foreseen for obtaining eligibility for enrolment (see paragraph 9).
  6. Candidates without the minimum curricular requirements (see clause 3) can, on the recommendation of the Department Board and after consultation with the course coordinator, attend individual courses offered by the University of Pavia or by another university, thereby satisfying the academic requirements before the registration for the admission competition at the master's degree.
  7. Students who live in Italy or in other European countries – so called EU Students – have to meet the previously stated minimum requirements and they can access once they are recognized an “eligibility” status up to the maximum of reserved places as stated by the Department Council and also by the yearly announcement. The “eligibility” is awarded thanks to the evaluation of both the candidate's academic career and curriculum vitae. For the evaluation purposes is also possible to submit the GMAT results (an international test). The commission reserves the right, should it wish to deepen the preparation of the candidate, to set up an eventual introductory interview. If this interview provides a negative outcome, eligibility is not assigned and the EU student cannot enroll.
  8. Non-EU Students who live abroad - so called non-EU students - have to meet the previously stated minimum requirements to access MIBE. The Department Council states every year the maximum number of Non-EU Students who can be admitted to MIBE and this number is published every year in the admission announcement. The commission reserves the right, should it wish to deepen the preparation of the candidate, to set up an eventual introductory interview  
If the interview has a negative outcome, the eligibility is not assigned and the Non-Eu student cannot enrol.
  9. In order to complete what is stated in the previous subsections, on the MIBE official website an admission announcement is published that, among other information, states the number of reserved places and the necessary steps to gain the “eligibility” status necessary to enrol for eu e non-eu students.

#### **Art. 7 – Didactic organization**

1. The courses offered by the Master's degree provide the student with university credits (CFU) in accordance with existing laws and regulations.
2. The average yearly number of CFUs for a full-time university student is 60.
3. Each CFU corresponds to 25 hours of average coursework per student, of which 50% is reserved for personal study or other individual educational activities (except when educational activities are called for which are highly experimental or practical in nature). For each CFU the division between hours dedicated to *frontal teaching* and those reserved for individual study is as follows:
  - in the case of courses of at least 6 CFUs, around 7 h and 30 m are made up of frontal lessons or equivalent teaching activities and around 17 h and 30 m to individual study;
  - in the case of language courses, 10 hours of frontal lessons and 15 hours of individual study;

- in the case of lab work, seminars and practicals, around 14 h and 30 m of frontal lessons and around 10 h and 30 m of individual study.
- 4. CFUs for each educational activity are earned after a student passes an exam or based on some other form of assessment of his or her preparation or acquired competencies.
- 5. The credits acquired are not considered subject to obsolescence during the student's career, regardless of its duration, except in cases of loss of the student status or voluntary withdrawal from studies. In such cases, upon re-enrollment, the validation of previously acquired credits is subject, among other factors, to an evaluation of their possible obsolescence by the Department Council (see Article 16 below). In well-justified specific cases, the Department Council may declare the obsolescence of credits related to specific learning activities. The resolution of obsolescence contains the indication of the modalities for the recovery of obsolete credits, specifying the possible supplementary tests that the student must take for this purpose.
- 6. For some of the teachings offered, such as the courses on soft skills and on Sustainable Development Goals – SDG), as defined by the 2030 Agenda for Sustainable Development of the United Nations, by passing the exam, in addition to the credits, the student can earn an open badge, i.e., a digital certificate as a proof of the knowledge, competency and abilities gained during the course. The certificate will be issued automatically after the registration of the exam and will be sent to the student's University of Pavia email address.
- 7. The master's degree is a two-year programme, with each year consisting of two semesters.
- 8. There are three exam sessions during each academic year, one at the end of each semester and an extraordinary session. There is a minimum number of two exams per session, and for each academic year the overall minimum number of exams is 6. There may also be added: a) additional exam dates at any time of the year for students who have already attended the second semester of the final year of the program; b) extraordinary exams for student-athletes, in accordance with the subsequent art. 15, clause 2), in the case of sports activities scheduled at the same time as exams.
- 9. There are at least four thesis discussion sessions each academic year. The Department Board has the discretion to schedule extraordinary thesis discussion sessions during its deliberations regarding the plan of study (see clause 10 below).
- 10. The calendars for lessons, exam sessions and thesis discussion session are determined by the Department Board, taking into account the ministerial deadlines for the presentation of the SUA form, and in any event are published no later than July 31<sup>st</sup> of each year.

#### **Art. 8 – Study plans**

1. Within the deadlines set annually by the University in the Academic Calendar, the student is required to submit the study plan in accordance with the procedures indicated by the relevant offices. In particular, the student must compulsorily choose one of the three curricula that make up the MIBE offer, and which establish which teaching modules the student must follow and successfully pass in order to obtain the master's degree.
2. By study plan is meant the totality of university and, where the case may be, extra-university activities, which the student is required to acquire, in terms of academic credits, in order to obtain the degree.
3. The study plan includes compulsory as well as any electives and activities chosen freely by the student.
4. Two different types of study plan are foreseen: "standard" and "individual".
5. The standard study plan allows students to choose between three curricula and is approved annually by the Departmental Council and, upon submission by the student, is automatically approved.
6. For the entering class the standard study plan is presented in **Appendix n. A**, which is an integral part of the present regulations.
7. A student who intends to follow an educational pathway different from the one indicated in **Appendix n. A** may submit an individual study plan as long as the educational activities included therein meet the requirements of the master's degree and imply the acquisition of a number of university credits not less than the number required for obtaining the degree.
8. The individual study plan must be approved by the Department Board, which, after receiving the opinion of the degree programme coordinator, will take into account the student's academic and professional needs and suggest any changes necessary to make the study plan more consistent with the academic objectives of the degree programme.
9. EU, equivalent and non-EU students with qualifications obtained abroad must attend an Italian course for international students to fulfill the further linguistic knowledge requirements. Students shall be considered exempt if they: 1) have obtained a high school diploma or bachelor's degree in Italian in Italy; 2) have obtained an Italian school qualification abroad; (3) hold at least level B1 Italian language certificate.

10. In addition to the courses necessary for the graduation, it is possible to include a maximum of 24 CFU of extra teachings to the study plan. The extra teachings can be selected from the bachelor's and master's degree courses offered, except for the medical area courses of nationally restricted access and the psychology area courses, and it is important to respect possible propaedeutics of the course. Within the framework of these credits, students may include teachings offered by bachelor's and master's degree courses as well as learning activities approved and recognised by the Department board (such as, for example, Summer and Winter schools on subjects similar to those of MIBE). Extra learning activities do not have to be taken by the student in order to obtain the degree.

#### **Art. 9 - Joint-degree programmes**

1. The Master's degree at present offers joint degree programmes with the following universities:
  - Universidad de Sevilla (Spain)
  - Hohenheim Universität (Stuttgart, Germany)
  - Eberhard Karl Universität Tübingen (Germany)
  - University of Vaasa (Finland)
  - Universität Freiburg (Switzerland)
  - Clermont School of Business (France)
  - IAE Lyon School of Management (France)
  - EM Strasbourg Business School (France)
  - University of Szeged (Hungary)
  - University of Liege (Belgium) - HEC Management School
  - South-Western University of Finance and Economics - Business School (China).
  - LUT - Lappeenranta University of Technology (Finland)
  - University of Bamberg (Germany)
  - University of Dresden (Germany)
  - Cadiz Universidad (Spain)
  - Stevens Institute of Technology (US)
  - Lancaster University Management School – LUMS – United Kingdom
  - Universidade do UNIVALI do VALE do ITAJAI' (Brazil)
2. Any new arrangements undertaken after the approval of the present regulations will be valid for the entering class of reference.
3. The selection of students for the joint degree programme, the enrolment procedures and criteria, fees, the content of the study plan, the system for converting marks, along with any other aspect linked to joint degrees are regulated by specific bilateral Conventions, even in derogation of the present Regulations. Specific information is available in the admissions notice.

#### **Art. 10 – Attendance and curricular prerequisites**

1. None of the courses in the Master's degree programme are prerequisites for the other courses.
2. Attendance is not mandatory for the Master's degree courses. The Department Board can decide on attendance requirements, which are published in the annual course curriculum.
3. Even when clause 2, second sentence above, does not apply, the academic plan set out in the degree programme assumes the student will participate in all the courses and other educational activities of the degree programme, including seminars, simulations of work activity and case studies. Students are strongly advised to attend lessons even when this is not specifically required.

#### **Art. 11 – Student elective activities**

1. Students can include in their study plan, among the elective credits (c.d. TAF D), both first cycle and second cycle courses. It is also possible, with the explicit authorization of the degree program coordinator, to gain these free elective 12 CFU with an internship following regulations stated in art. 12.
2. In compliance with the latest ministry regulations, students are allowed to choose at least three subjects in Italian as free choices. Such subjects may be chosen from the total university offer or from specific subjective activated ad hoc.

3. The extra educational activities or the elective learning activities cannot, however, include courses taken during previous university experience, unless courses in excess of the 180 CFUs for the first cycle degree have been specifically approved. The competent offices will verify the correct application of this rule during a review of the student's record before his or her admission to the final examination. If the rule is violated, the student will not be allowed to sit the final examination and will be required to modify the study plan.
4. Among the optional or excess-credit courses in their study plan, students can not include courses offered by degree programmes in the medical area of nationally restricted access and the psychology area.
5. It is possible for students to recognise, as extra or elective learning activities up to a maximum of 6 CFU, educational activities approved and recognised by the Department board, prior the favourable opinion of the professor in charge of the degree program (such as, for example, Summer and Winter schools on subjects similar to those of the degree course).

#### **Art. 12 – Internships and placements**

1. During the master's degree programme MIBE, as planned in the study plan (document A attached), it is possible to undertake internship activities in Italy or abroad that can be recognised a free elective credits (TAF D) through a learning plan coherent with the learning goals and results of the MIBE.
2. A company tutor must be formally identified for each internship. She / he must ensure that the content of the work activity is consistent with the learning objectives of Finance. This tutor is also required to draw up a brief final report on the activity carried out by the student.
3. The internship activity must be approved before the start by the professor in charge of internships. All the details (internship requirements; start and final recognition procedure) are available on the MIBE website (section "Internships").
4. The internship allows - for standard study plans - the acquisition of 6 CFUs, according to the criteria defined in the dedicated regulation published on the MIBE website. 12 credits (CFU) internships (of longer duration and more work hours) may only be approved for special and justified cases (e.g. double degree students).
5. The internship activities will be valued in the students' academic career as an eligibility that will not be used in calculating the final grade average.

#### **Art. 13 – Examinations and end-of-course assessments**

1. The Master's degree cannot include a total of more than 12 final exams or student evaluations.
2. The number of final exams and evaluations takes into account the fundamental educational activities, other related or supplemental activities, and optional courses. The latter activities are counted as a unit (even if the assigned credits entail several final exams or marks). All other educational activities in the plan of study (art. 10, clause 5, sub-clause c), d), e) of D.M. 270/2004) are not counted toward the maximum number of final exams or evaluations. However, there can be no more than 5 exams or evaluations for such activities, including the final mark.
3. The Master's degree may include, if decided on by the Department Board after consulting the course coordinator, integrated exam covering several coordinated courses or modules. In the event of integrated exams:
  - all courses and modules must be indicated in the student's study plan;
  - the faculty offering the integrated courses and modules will jointly evaluate the student;
  - the student's evaluation cannot be divided up into separate evaluations for the individual courses or modules;
4. Alternatively, the evaluations may entail:
  - oral exams;
  - written exams;
  - both written and oral exams.

The yearly curricular programme will indicate the type of evaluation.

The final marks are expressed on a scale of 1 to 30 and are normally registered digitally. The credits are earned if the mark is equal to or greater than 18/30. In the event of a mark of 30/30, it's possible to add cum laude. Based on the art. 30, section 1 of the Students' Careers Regulation, it is necessary to register the evaluation of the exam even when it is negative. Students may also withdraw during the examination.

5. The assessment of learning and the relative registration are taken by the lecturer responsible for the learning activity or, in the event of his/her absence, by another lecturer of the University belonging to or related to the same disciplinary areas or related sectors appointed by the Department Director. The

professor in charge of the learning activity may collaborate within a committee, appointed by the Department Director.

6. Any student who, during a final exam or evaluation, shows unacceptable behaviour such as cheating or other forms of academic dishonesty will be asked to leave by the Examination commission president, who may report such behaviour to the Department Director who, taking into account the seriousness of the violation, may initiate disciplinary proceedings in accordance with the Regulation implementing Article 39 of the Student Career Regulations, available at the following link: [https://economiaemanagement.dip.unipv.it/sites/dip10/files/2025-02/Reg\\_attuazione\\_art\\_39\\_REV.def\\_pag1-3.pdf](https://economiaemanagement.dip.unipv.it/sites/dip10/files/2025-02/Reg_attuazione_art_39_REV.def_pag1-3.pdf)

## **Art. 14 – Final examination and awarding of degree**

1. The student is awarded the degree upon passing the final degree exam, which is aimed at verifying that the educational objectives of the Master's Degree programme have been met.
2. The final exam, which can be taken after the student has earned at least 96 CFUs, and which earns the student an additional 24 CFUs, consists in the writing and discussion of an original written thesis under the supervision of a professor of the University of Pavia or an adjunct professor responsible for a course offered within the Department's programs. The content of the thesis must be coherent with the course of study and demonstrate that the learning objectives and expected results of the programme have been satisfied. The written dissertation and defense evaluate the following:
  - whether the candidate has sufficient knowledge of the topic, as determined in part by the breadth of the bibliography and citations;
  - the student's capacity for analysis and synthesis, in part through the use of theoretical, quantitative and operational tools provided by the degree programme;
  - the student's capacity to formulate his or her own opinions supported by valid reasoning and proper methods involving one or several disciplines.
3. The written thesis should be on a scientifically relevant topic whose aim is to demonstrate the student's capacity to apply to the thesis topic the tools, methods and techniques acquired during the candidate's course of study. The final thesis can also deal with the development of a specific project at a multinational company or international institution agreed to in advance with the supervisor designated by the Department and one from the organization in question.

English will be the language used in the written dissertation and the defense. The written dissertation and final exam can be in a language other than English in the event the student has studied abroad or developed a specific project with a foreign public or private organization, or when other factors make it necessary and opportune with regard to the educational objectives and curriculum of the Master's degree programme, on the condition that:

- the foreign language is one of the main languages in the European Union, and thus French, German or Spanish;
- approval has been given by the thesis supervisor to use the language in question;
- the student presents to the competent offices an extract of the thesis in English containing the title of the thesis in both the foreign language used and English;
- that an 'abstract' in Italian summarising the content be included to the thesis;
- that the title be written in the double language, foreign and Italian;

The final mark for the Master's degree (on a scale of 1 to 100, with a minimum of 66 and a maximum of 110, with the possibility for cum laude) is granted by the Degree Commission in public session, taking into consideration:

- a) an evaluation of the thesis content by the supervisor, co-supervisor and, if so nominated, a second co-supervisor;
- b) the oral exam;
- c) the weighted average of marks for the course of study. The university credits (see art. 15, clause 2) are applied only to the credits necessary for the second-cycle degree, and are excluded from the calculation of the overall average mark;
- d) 0,3 extra point for each "cum laude" earned with a mark;



- e) participation to national and international competitions, consistent with the academic career, give access up to 2 points on the grounds of commitment showed and also the results
- f) the entire educational record of the student during the degree study programme, evaluating relevant additional and not mandatory activities.
4. The Degree Commission is appointed by the Department Chair and is made up of five members, at least four of whom are full-time faculty members in charge of subjects of which the Department is responsible for. The Department Chair can also appoint to the Committee outside experts in the field, after first certifying their scientific and/or professional qualifications with regard to the exam area.
5. The Regulations require that the President of the Commission be the full professor with the most seniority, except in cases where the latter declines the position. The President must guarantee the total regularity of the final exam and ensure the final assessment adheres to the general criteria established in the present regulations. The researcher, associate professor or full professor with the lower seniority in the role and the younger contract professor shall act as recording secretary.
6. The rules listed below apply to the evaluation of the student thesis, each of which is classified according to one of the categories below. To be assigned to a particular category the thesis must possess the characteristics specifically indicated for that category and also considering what stated in the subsections 3, letter (e) and (f) of this article).
- 1) Thesis receiving from 0 to 2 marks  
The student merely presents an exposition of research on the topic. The thesis has limits or lacunae regarding the literature consulted, the models used, or the empirical data presented.
- 2) Thesis receiving from 3 to 4 marks  
The student presents the topic based on limited knowledge of the existing research and the organization is minimally sufficient. The student deals only with the specific topic and uses proper language.
- 3) Thesis receiving 5 marks  
The student makes a clear and ordered presentation of the thesis topic, demonstrating an understanding of the essential bibliography. He or she correctly presents models or empirical research and is able to give a coherent structure to the thesis.
- 4) Thesis receiving 6 or 7 marks  
In addition to having read and properly presented the contents of the essential bibliography or adequately presented models or empirical research, the student has also gone into depth regarding topics connected to the thesis and succeeded in showing the validity of the connections he or she proposes, making comparisons and introducing problematic aspects.
- 5) Thesis receiving more than 7 marks  
The student demonstrates independent judgment and personal and original critiques. In particular he or she has detailed specific aspects of the topic by taking up important concepts in terms of models and the gathering and application of empirical research. The student shows a vast knowledge of the bibliography, relevant models or empirical research on the topic, and in discussing the thesis demonstrates interest, competency and thoroughness.  
In this case the supervisor must notify the Department Chair at least 15 days before the thesis session and request the appointment of a second co-supervisor. This request must be accompanied by a report by the supervisor which clearly states:
- (a) ) the conceptual merits of the thesis;
- (b) ) the vastness of the knowledge of the literature, the models and the empirical research techniques;
- (c) the thoroughness of treatment;
- (d) ) evidence of critical analysis and originality regarding the literature on the topic. The Department Chair shall select the second co-supervisor from a different disciplinary area than that of the supervisor.
- 6) Granting of cum laude The granting of cum laude:
- if proposed for candidates with an average mark not below 106/110, this recognition is conditional on the criteria mentioned in point 5 above; however, the presence of a second co-supervisor is not required;
  - if proposed for candidates with an average mark below 106/110, this recognition is conditional on the criteria in point 5 above and requires a second co-supervisor.
- Only in exceptional cases can candidates with an average mark below 103/110 be granted cum laude, and in this case the decision must be justified on the grounds of proven exceptional originality. Cum laude cannot be granted to students with an average mark below 100.
- The average marks referred to in point 6 take into account the final exams and extra 0,3 point for each “cum laude” eventually earned with a mark (as stated in art.14, section 3, letter c).

### **PART THREE – PROVISIONS REGARDING STUDENTS' COURSE OF STUDY**

#### **Art. 15 – Criteria for recognition of duly-certified extra-university knowledge and skills**

1. University credits can be earned based on extra-university knowledge and skills that are duly self- certified or documented, in particular:
  - a. Up to a maximum of 12 credits for individually certified knowledge in accordance with existing regulations; credits are not recognized for professional skills, even those individually certified under the existing regulations;
  - b. Up to 24 credits for knowledge and skills gained at the post-secondary- school level, in whose planning a university has participated.
2. Subsequent to a student's request, and based on the criteria and procedures established by the Academic Senate, the following activities may also be recognized as university credits in the area of elective activities in the study plan (TAF D):
  - a) sports activities at the Olympic, world or European levels, up to a maximum of 6 credits;
  - b) sports at the Italian national and intermediate levels, up to a maximum of 3 credits;
  - c) competitions at the medal stage at the university level and for CUS Pavia categories, even involving regional and national competitions, up to a maximum of 3 credits.
3. Pursuant to Art. 2 of D.I No. 931 of 4 July 2024, the overall maximum number of credits recognized for the categories listed in clauses 1) and 2) is 24.

The above recognition, determined by the Department Board together with the joint commission, and in collaboration with the degree program supervisor, is determined exclusively on the basis of the student's individual knowledge and skills; any form of collective recognition is excluded.

#### **Art. 16 – Criteria for recognition of credits earned**

1. Transfer from other degree programmes at the University of Pavia or from other universities is allowed subject to verification that the student possesses the minimum curricular requirements and the suitable personal preparation, based on the rules and criteria stated in article 3 and 8. In the absence of the minimum curricular requirements  
the student will not be permitted to enroll in the Master's degree Programme. All students interest in transfer or change have to comply with the selection procedure explained in art. 6. Foreign students will be subject to an oral exam.
2. The Department Board, on the advice of the Transfer Committee or the programme supervisor, shall accept the degree programme or university transfer and decide on the number of previously earned university credits that shall be granted the student, based on whether or not the courses in question are consistent with the degree programme's educational objectives. In any event, for CFUs earned in degree programmes of the same class, the number of credits granted for the same scientific-disciplinary sector cannot be below 50% of the credits already earned.
3. The Department Board shall also evaluate students who have earned a degree from the University of Pavia or from other Italian or foreign universities and are requesting at the moment of enrolment into the Master's degree programme a shortening in the study programme based on previous academic work. Such a request will be decided based on the evaluation and validation of credits held to be consonant with the Master's degree programme.
4. The credits validation is decided by the Departement Board, following an evaluation of each case. The type of learning activity (TAF) to which the credits can be associated and their number - which must be within the legal limits, if any- are determined by assessing their topic area correspondence , considering the contribution which the credits to be validated give to the learning objectives of the Master's degree program, their specific content and possible obsolescence, as well as the required time commitment. The recognition request must therefore be supported by all the necessary official documentation from which the aforementioned elements can be verified; the Department Board may decide on carrying out additional checks if deemed necessary.

#### **Art. 17 – Criteria for recognition of educational activities undertaken at foreign and Italian universities**

1. Students enrolled in this Master's Degree may carry out part of their studies at universities in Italy or abroad with which conventions or agreements (Erasmus programs, or other exchange programs) have been stipulated.

2. Study periods abroad normally have a duration ranging between 3 and 10 months extendable, if necessary, up to a maximum of 12 months. Study periods at other affiliated Italian universities have a minimum duration of 3 months up to a maximum of 6 months. The study plan to be carried out at the host university, valid for university career purposes, and the number of credits that can be acquired must be appropriate to the duration.
3. Opportunities for studying abroad or at other Italian universities are communicated to students through specific calls for applications, which include, among other things, the eligibility requirements and selection criteria. Selected students may be granted financial support or other benefits provided by mobility programs and exchange agreements. A mobility grant is generally awarded in the case of exchanges carried out within the framework of the EU Erasmus Program or in the case of the Italian Erasmus national mobility program (the relevant conditions are specified in the respective call).
4. During the mobility period, the student may carry out the following activities, in accordance with the provisions of the relevant calls for applications:
  - a) attend courses and take the corresponding exams;
  - b) conduct research activities in preparation for the thesis.
5. In defining the training project, in agreement with the professors of the disciplines involved, the students must indicate the activities they intend to undertake abroad (or at the affiliated Italian University in the case of Italian Erasmus) and which correspond to those included in their study plan. Before departure, students must present the Learning Agreement (document containing the list of learning activities to be taken during the mobility period with the corresponding credits) which must be agreed and signed between the student, the delegate for International Mobility and the host university.
6. At the end of the study period, on the basis of the "Transcript of records" (issued by the foreign or Italian host university), the Department Board decides on the recognition of the examinations taken abroad or at the Italian host university (if in line with the Master degree's educational objectives), awarding the relevant CFUs.
7. The University of Pavia guarantees full recognition of the educational activities carried out during the mobility period if they comply with the most recent approved learning agreement.
8. If the recognised educational activities are not included in the student's last approved study plan, the student must revise his/her study plan according to the indications provided by the Department Board.
9. Students who have completed a mobility period and request validation of the activities undertaken abroad or at another affiliated university will not be admitted to the degree program final exam without a formal validation approval.

#### **Art. 18 – Admission to subsequent years**

1. There are no hindrances or requirements for students enrolled in the first year of the degree programme regarding enrolment in subsequent years.
2. Students from other universities or courses of study in the Economics and Management Department or other University departments are admitted to the second year, in case of free places: a) upon satisfying the minimum curricular and personal preparation requirements for admission to the degree programme (see Art. 6 of the present Regulations) b) they have gained the "eligibility" status; b) having previously completed at least 30 CFUs (as recognized by the course co-ordinator).

#### **Art. 19 – Certifications**

1. The Department Board may equate international language certificates (e.g. PET, FCE, TOEFL) for the purpose of passing the foreign language exams.
2. MIBE can stipulate agreements and programs to obtain certificates useful for the working world (for example computer, project management).

# UNIVERSITY OF PAVIA

Department of Economics and Management

**Master of Science in:**  
**INTERNATIONAL BUSINESS AND ENTREPRENEURSHIP – MIBE (CLASS LM-77)**

**STUDY PLAN FOR STUDENTS ENROLLED IN THE 1st YEAR,  
ACADEMIC YEAR 2025/2026**

**To be filled-in on-line after official enrolment – from XXXX to XXXX**

Last name: \_\_\_\_\_

First name: \_\_\_\_\_

Birth place: \_\_\_\_\_

Birth date: \_\_\_\_\_

Permanent residence address (city):

Street: \_\_\_\_\_

N: \_\_\_\_\_

Tel number (including area code): \_\_\_\_\_

Date..... Student's Signature.....

Students can make amendments and choose different exams from those listed in the study plan (the exam which the student intends to change must be cancelled from the list and the new proposed exam must be written in the highlighted line). In this case, the study plan is considered “individual” and a duty stamp of euro 16,00 must be applied. The new study plan will have to be approved by the Teaching Board.

APPROVED BY THE TEACHING BOARD ON .....

THE INDIVIDUAL STUDY PLAN

COMPLIES WITH THE TEACHING REGULATIONS OF THE MASTER (LAUREA MAGISTRALIS) PROGRAM WITH REFERENCE TO THE ENROLMENT COHORT OF THE STUDENT (RAD FORM).

Head of the Teaching Board 's signature .....

## Curriculum “International Management”

### 1° Year (60 ECTS) A.A.2025/2026

Course	ECTS	Field	TAF/Field	Year	Type
504841 - INNOVATION MANAGEMENT	9	SECS-P/08	Specific/Business disciplines	2025	Compulsory
507903 - FIRM VALUATION AND CAPITAL MARKET INSTRUMENTS	9	SECS-P/08	Complementary	2025	Compulsory
510202 - FINANCIAL MARKETS AND SUSTAINABILITY	6	SECS-S/06	Specific/Statistical and Mathematical Disciplines	2025	Compulsory
508647 - CAPITAL MARKETS AND EU COMPANY LAW	6	IUS/04	Specific/Juridical disciplines	2025	Compulsory
504827 - INTERNATIONAL ECONOMICS AND POLICY	6	SECS-P/02	Specific/Economic disciplines	2025	Compulsory
500263 - INTERNATIONAL BUSINESS AND MANAGEMENT	9	SECS-P/08	Specific/Business disciplines	2025	Compulsory
510203 - INTERNATIONAL ENTREPRENEURSHIP AND AGILE MARKETING	9	SECS-P/08	Specific/Business disciplines	2025	Compulsory
<b>One course within the following:</b>	6		Specific/Business disciplines	2025	
507970 - HEALTHCARE MANAGEMENT		SECS-P/08			
511184 - SOFT SKILLS					
				2025	

### 2° Year (60 ECTS) - A.A. 2026/2027

Course	ECTS	Field	TAF/Field	Year	Type
511612 - SUSTAINABLE PERFORMANCE MANAGEMENT	9	SECS-P/07	Specific/Business disciplines	2025	Compulsory
504835 - ECONOMICS OF INNOVATION AND INDUSTRIAL DYNAMICS	6	SECS-P/06	Specific/Economic disciplines	2026	Compulsory
<b>One course within the following:</b>	6		Complementary	2026	
510196 - APPLIED PROJECT MANAGEMENT AND AGILE METHODS		SECS-P/08			
511620 - CORPORATE REPUTATION AND CRISIS MANAGEMENT		SECS-P/08			
508648 - INTERNATIONAL ACCOUNTING & FINANCE		SECS-P/09			
<b>One course within the following :</b>	3	SECS-P/10	Other/Employment specific knowledge and competences	2026	
510716 - CAREER ORIENTING		SECS-P/07			
511181 - PROJECT MANAGEMENT OF DIGITAL TRANSFORMATION		SECS-P/08			
511621 - ANALYTICS MARKETING PRACTICE-BASED PROJECT		SECS-P/07			
511616 - STRATEGIC FORESIGHT FOR THE DIGITAL AGE		L-FIL-LET/12	Other/Languages		
504783 - CORSO DI LINGUA ITALIANA PER STUDENTI STRANIERI ( <b>see note 1</b> )					
<b>Elective courses or internship (12 ECTS)</b>					
500000 - PROVA FINALE	24	PROFIN_S	Final dissertation	2026	
				2026	

**note 1:** to be compulsorily chosen by foreign students (for details see Art.8, comma 10, MIBE didactic Regulations)

## Curriculum “Digital Management”

### 1° Year (63 ECTS) A.A. 2025/2026

Course	ECTS	Field	TAF/Field	Year	Type
510205 - TRANSFORMATIVE INNOVATION	9	SECS-P/08	Specific/Business disciplines	2025	Compulsory
511613 - MANAGING INTERNATIONAL GROWTH	9	SECS-P/07	Specific/Business disciplines	2025	Compulsory
510206 - INNOVATION & TECHNOLOGY LAW	6	IUS/04	Specific/Juridical disciplines	2025	Compulsory
507899 - ENERGY AND ENVIRONMENTAL ECONOMICS	9	SECS-P/01	Specific/Economic disciplines	2025	Compulsory
510488 - STATISTICAL LEARNING	9	SECS-S/01	Specific/Statistical and Mathematical disciplines	2025	Compulsory
508750 - INFORMATION SYSTEMS FOR MANAGERS	9	SECS-P/10	Specific/Business disciplines	2025	Compulsory
<b>One course within the following:</b>	6		Specific/Business disciplines	2025	
510212 - SUSTAINABILITY REPORTING, GOVERNANCE AND ETHICS		SECS-P/07			
510209 - BEHAVIOR DESIGN FOR STRATEGIC MANAGEMENT		SECS-P/08			
510196 - APPLIED PROJECT MANAGEMENT AND AGILE METHODS		SECS-P/08			
<b>One course within the following:</b>	6		Complementary	2025	
510207 - CODING AND DATABASE MANAGEMENT		SECS-S/01			
509585 - MANAGING RESEARCH FOR BUSINESS				2025	

### 2° Year (57 ECTS) - A.A. 2026/2027

Course	ECTS	Field	TAF/Field	Year	Type
508650 - CORPORATE FINANCE	6	SECS-P/09	Complementary	2026	Compulsory
504835 - ECONOMICS OF INNOVATION AND INDUSTRIAL DYNAMICS	6	SECS-P/06	Specific/Economic disciplines	2026	Compulsory
<b>One course within the following :</b>	3				
510716 - CAREER ORIENTING		SECS-P/10	Other/Employment specific knowledge and competences	2026	
511182 - DIGITAL MANUFACTURING		SECS-P/07			
511616 - STRATEGIC FORESIGHT FOR THE DIGITAL AGE		SECS-P/07			
504783 - CORSO DI LINGUA ITALIANA PER STUDENTI STRANIERI (see note 1)		L-FIL-LET/12	Other/Languages		
<b>One course within the following:</b>	6	SECS-P/08	Specific/Business disciplines		
507908 - DIGITAL MARKETING					
511622 - SOFT SKILLS AND CROSS CULTURAL MANAGEMENT					
	—		Elective courses / Internship	2026	
	—				
<b>Elective courses or internship (12 ECTS)</b>					
500000 - PROVA FINALE	24	PROFIN_S	Final dissertation	2026	
	—	—		2026	

**note 1:** to be compulsorily chosen by foreign students (for details see Art.8, comma 10, MIBE didactic Regulations)

## Curriculum “Sustainable Management”

### 1° Year (60 ECTS) A.A.2025/2026

Course	ECTS	Field	TAF/Field	Year	Type
511612 - SUSTAINABLE PERFORMANCE MANAGEMENT	9	SECS-P/07	Specific/Business disciplines	2025	Compulsory
510202 - FINANCIAL MARKETS AND SUSTAINABILITY	6	SECS-S/06	Specific/Statistical and Mathematical disciplines	2025	Compulsory
510211 - SUSTAINABLE DEVELOPMENT LAW	6	IUS/14	Specific/Juridical disciplines	2025	Compulsory
510212 - SUSTAINABILITY REPORTING, GOVERNANCE AND ETHICS	9	SECS-P/07	Specific/Business disciplines	2025	Compulsory
511614 - CIRCULAR ENTREPRENEURSHIP	6	SECS-P/08	Specific/Business disciplines	2025	Compulsory
507899 - ENERGY AND ENVIRONMENTAL ECONOMICS	9	SECS-P/01	Specific/Economic disciplines	2025	Compulsory
510213 - SUSTAINABLE CORPORATE FINANCE AND ESG METRICS	9	SECS-P/09	Complementary	2025	Compulsory
<b>One course within the following:</b>	6		Complementary	2025	
509585 - MANAGING RESEARCH FOR BUSINESS		SECS-S/01			
510207 - CODING AND DATABASE MANAGEMENT					
				2025	

### 2° Year (60 ECTS) - A.A. 2026/2027

Course	ECTS	Field	TAF/Field	Year	Type
504835 - ECONOMICS OF INNOVATION AND INDUSTRIAL DYNAMICS	6	SECS-P/06	Specific/Economic disciplines	2026	Compulsory
511618 - DIGITAL PRODUCT INNOVATION AND ARTIFICIAL INTELLIGENCE	9	SECS-P/07	Specific/Business disciplines	2026	Compulsory
<b>One course within the following:</b>	6		Specific/Business disciplines	2026	
511623 - DIGITAL HEALTH		SECS-P/07			
510198 - GLOBAL VALUE CHAIN (GVC) AND SUSTAINABILITY		SECS-P/08			
<b>One course within the following :</b>	3			2026	
504783 - CORSO DI LINGUA ITALIANA PER STUDENTI STRANIERI (see note 1)		L-FIL-LET/12	Other/Languages		
510716 - CAREER ORIENTING		SECS-P/10	Other/Employment specific knowledge and competences		
511616 - STRATEGIC FORESIGHT FOR THE DIGITAL AGE		SECS-P/07			
511617 - GOVERNANCE 5.0 - CROSS DIGITALIZATION OF ESG, GRC AND FINANCE PROCESSES		SECS-P/07			
	—	—	Elective courses / Internship	2026	
	—	—			
<b>Elective courses or internship (12 ECTS)</b>					
500000 - PROVA FINALE	24	PROFIN_S	Final dissertation	2026	
	—	—		2026	

**note 1:** to be compulsorily chosen by foreign students (for details see Art.8, comma 10, MIBE didactic Regulations)

ANY SUPERNUMERARY EXAM (MAXIMUM 24 CREDITS)					
Course	ECTS	Field	TAF	Year	Type
<a href="#">Course catalogue</a>					