



**IULM University  
Faculty of Communication**

**Course of Studies in Strategic Communication  
Class type LM - 59 Communication, Business and Advertising Sciences  
Language: English**

**ACADEMIC REGULATIONS OF THE COURSE OF STUDY  
FOR THE COHORT ENROLLED IN THE ACADEMIC YEAR 2023/2024**

**Presentation**

The Master's Degree Course in Strategic Communication, taught entirely in English, offers an educational pathway capable of developing the technical and specialist communication skills and the business, managerial, and sociological skills required to operate in strategic communication. The course aims to train graduates capable of pursuing professional careers in the corporate world, international organisations and institutions, and strategic and management consultancy. The degree course is structured in **a first-year common** to all enrolled students and in **a second year, with two specialisations** from which students must choose: the first in **Corporate and Marketing Communication**; the second in **Sustainability Communication**.

To accentuate its international focus, the Degree Course offers three Dual Degree opportunities at Huddersfield University (UK), Cardiff Metropolitan University (UK) and UWA University (Perth, Australia). These are complemented by numerous exchange opportunities with universities abroad specifically developed for Strategic Communication students.

**Specific educational objectives and course description**

The Master's Degree Course in Strategic Communication, in the Communication, Business and Advertising Sciences degree class, combines technical and specialist teachings of communication with content more focused on developing those all-round skills valuable to graduates to interpret the context and orient themselves in an interconnected and ever-changing global environment, such as the one in which organisations operate today.

Therefore, the Degree Course in Strategic Communication aims to train graduates capable of filling important professional and managerial roles, both in the communication departments of companies and organisations, in the non-profit world and organisational and strategic consulting, not only in communication.

The Faculty comprises lecturers specialised in the main aspects of strategic communication, with significant professional and/or teaching experience abroad, and professors of international standing from universities worldwide that have developed courses of excellence in strategic communication.

The teaching methods combine theory and practice and have a definite applicative and project-based slant, based on classroom discussion of international readings and cases, on business games and role-plays that enable students to understand the workings of organisational and managerial dynamics.



## **Expected learning outcomes, expressed through the European Qualification Descriptors**

### ***Knowledge and understanding***

The degree course aims to enhance knowledge and understanding of the behaviour of individuals and groups in the context of organisational dynamics. Students will be provided with stimuli, models and tools to know and understand the internal context, the organisational environment and how individuals interact in different situations, such as managing innovation, change, corporate identity or reputation. Knowledge will be provided to understand the scenarios and competitive contexts in which complex organisations operate today. This means developing the ability to analyse and diagnose the challenges from the external and internal context, planning and designing communication strategies and policies in line with strategic positioning choices, and skills in managing relations with different stakeholders. In this regard, knowledge will be developed in managing relations with customers, institutions, stakeholders, traditional and digital audiences, and communication and marketing skills. Depending on the specialisation chosen by the student in the second year, the knowledge will be more related to the corporate/marketing world or sustainability. Students selecting the corporate/marketing communication profile will acquire knowledge related to specialisations such as financial communication, internal communication, public affairs, and marketing communication. Students who choose the Sustainability pathway will deepen their understanding of more technical/specialist issues related to environmental and social sustainability to manage the supporting communication processes in a managerial manner. The course also aims to provide knowledge of social, political and cultural scenarios and phenomena to develop managerial planning and management skills in multicultural contexts. The assessment of learning takes place at the end of each particular course through formal examinations that will assess the range of knowledge acquired by the individual student and the ability to understand communicative dynamics within structured organisational contexts.

### ***Applying knowledge and understanding***

Through interactive teaching methods widely used in international training contexts, students will be stimulated to work in situations of high complexity and organisational uncertainty, manage qualitative and quantitative research tools and internal and external context analysis, and interpret the data obtained to make decisions within work groups. In this regard, the methods chosen will be as follows: exercises carried out in the classroom to stimulate an immediate understanding of the theoretical principles explained during the lectures; group and individual workshops carrying out more complex projects aimed at integrating communication, management, marketing, sociological and evaluation skills and abilities; workshops in which participants can experiment and carry out analysis and design tests on the topics covered in the lectures; discussions of cases drawn up by the most prestigious institutes at an international level; real-time simulations (e.g. in crisis and sustainability situations). The learning assessment takes place continuously through the exercises on the business cases put forward in the classroom, the group and individual work carried out by the students within the individual lessons, and the projects carried out in collaboration with the companies. Formal tests at the end of the particular course must assess the student's ability to apply the skills learnt.

### ***Making judgements***

The subjects taught in the Master's Degree Course in Strategic Communication are characterised by active teaching and active student participation. This occurs both in the workshop activities, planned for each learning session and in which students are called upon to participate actively, and in the more traditional lectures, during which students are equally called upon to express themselves and contribute. Teachers in all classroom sessions are called upon to make students perceive the complexity of the realities described, accustom them to evaluating these realities and making choices under conditions of uncertainty. Students, individually and in groups, are called upon to carry out exercises, roleplay simulations, discussions and analyses of business cases and are stimulated to evaluate the various situations presented, carry out problem-solving and propose original solutions.



The objective of the different teaching methods mentioned is, in any case, aimed at developing students' judgement skills, which must, in turn, stimulate adequate independence in both educational and professional activities.

### ***Communication skills***

The exercises that students are required to carry out within their classes and workshops involve the presentation of reports helpful in developing the ability to communicate the results of their work and assessments clearly and concisely. Students must carry out individual and group work culminating in written papers to be presented in the classroom, often with the support of slides. The lecturers pay particular attention to evaluating not only the content of the presentations but also how they are presented so that they can be easily used by the various participants, including non-specialists. In addition, students are provided with training support to exploit the opportunities inherent in group work, overcoming critical issues and developing negotiation skills that are very useful in the world of work.

### ***Learning skills***

The development of learning skills is stimulated through the active participation of students in workshops, professional workshops and case study presentations by professionals and lecturers, which often require further processing and sometimes design work on the part of the students. The aim is to stimulate both more traditional learning skills through the understanding and in-depth study of the content put forward by the lecturers and the set readings and learning skills more based on learning-by-doing through participation in active learning contexts such as those mentioned above of workshops and case study presentations. Over the years, the complexity of the projects and exercises proposed to the students has also evolved. So the ability to assess students' progress and the development of their learning skills has been refined.

### **Envisaged occupational and professional opportunities**

The Master's Degree Course in Strategic Communication will give you access to the managerial levels of the profession in the communication departments of complex organisations and the specialist areas of internal communication, media relations, marketing communication, financial communication and institutional communication.

### **The course offers preparation for the professions of:**

#### ***- Strategic Communication Manager***

- *Functions in a work context:* the Strategic Communication Manager is responsible for planning and coordinating the corporate communication strategies of an organisation. They ensure consistency between the communication activities and the messages disseminated, outside and inside the organisation, to develop a solid and distinctive corporate identity. They coordinate the implementation of the various communication activities at the tactical level. They are responsible for achieving communication objectives at the corporate level and the related Key Performance Indicators (KPIs).
- *Skills associated with the function:* Must be able to organise stakeholder listening activities to plan the most appropriate communication strategies. Must be able to translate insights from stakeholder research into strategic corporate communication lines. Must be able to manage a team of communication specialists to implement different tactics. Must take care of the solidity of the corporate identity and govern the coherence of corporate narratives through cross-media storytelling activities. Must be able to monitor the achievement of communication KPIs by managing measurement dashboards integrated with business ones.
- *Career possibilities:* Private and public companies, Non-profit organisations, Associations and public organisations



- ***Crisis & Issue Manager***

- *Functions in a work context:* The Crisis Manager is responsible for managing crises that may involve the organisation online and offline. They coordinate the crisis management team, acting as corporate spokespersons in pre-crisis or overt crises and managing media relations. They identify activities and events in the market and relevant social realities that may turn into critical media issues for the organisation.
- *Skills associated with the function:* Must possess strong public speaking, stress management and team leadership skills. Must know the communication techniques to be activated in a crisis, managing in a cross-media perspective all the appropriate tools to meet the information needs of the different stakeholder groups. They define strategies to address media issues, identify the responses to be given in pre-crisis or actual crises and choose the most appropriate communication channels and tools to use in different contexts.
- *Career possibilities:* Private and public companies, Communication and public relations agencies

- ***Digital Communication Specialist***

- *Functions in a work context:* The Digital Communication Specialist is responsible for planning, coordinating and integrating online and offline communication activities in a specialist area. They have to coordinate the communication efforts carried out in an integrated manner to promote the coherence of the messages disseminated inside and outside the organisation, both in the physical world and virtual platforms. They define and constantly monitor indicators to measure the effectiveness and efficiency of the activities.
- *Skills associated with the function:* Must know and be able to manage specialised communication tools in areas such as corporate social responsibility communication, institutional relations and public affairs, and traditional and online media relations. Identifies key audiences and prepares communication materials. They organise events (physical, virtual and phygital) and sponsorships, plan releases in traditional and online media, and manage social media engagement activities. Must be able to monitor the achievement of objectives and evaluate the effectiveness of implemented initiatives
- *Career possibilities:* Private and public companies, Communication and public relations agencies, Non-profit organisations

- ***Global Reputation Manager***

- *Functions in a work context:* The Global Reputation Manager is responsible for developing and continuously improving a brand or organisation's corporate reputation. They set the strategic plan for communication activities that may have reputational implications and advises the other main corporate functions. Monitor dashboards of indicators of achievement of defined objectives.
- *Skills associated with the function:* Must be able to design and manage ongoing reputation monitoring activities among stakeholders, in the media and online. Must be able to translate insights from monitoring into strategic guidelines for communicating and managing the other most important corporate functions. They must be able to work closely with other corporate areas to coordinate communication initiatives and corporate decisions with their managers that contain an essential communication dimension for reputation.
- *Career possibilities:* Private and public companies, Communication and public relations agencies, Non-profit organisations

- ***Public Affairs & Advocacy Manager***

- *Functions in a work context:* the professional is responsible for relations with public institutions and local, national and supranational decision-making bodies. The Public Affairs & Advocacy Manager supports the institutions mentioned above in their decision-making processes, providing data and analysis and managing moments of confrontation and dialogue, also mediated by digital technologies.
- *Skills associated with the function:* basic legislative knowledge, knowledge of the functioning mechanisms of legislative institutions and government bodies, skills related to the preparation of dossiers and reports, negotiation and mediation skills



- *Career possibilities*: industry, private and public bodies, freelancing in the field of public affairs, lobbying and advocacy
- **Sustainability Communication Manager**
  - *Functions in a work context*: the Sustainability Communication Manager supports the organisation in effectively communicating projects in the environmental, social and governance fields. They contribute to drafting the sustainability report and organise stakeholder engagement processes for continuous and proactive listening to critical issues. Furthermore, they work on creating and promoting projects aimed at education in the field of sustainability.
  - *Skills associated with the function*: they are familiar with the issues, contents and regulations at the international level related to integrated reporting in sustainability and ESG. Possess narrative and stylistic skills, as well as digital, and competencies in the calculation and management of KPIs important for assessing the effectiveness of initiatives
  - *Career possibilities*: industry, private and public bodies, Freelance

### Curricular requirements for admission

For all information on admission requirements and criteria, admission test sessions and application deadlines, please refer to the Admission Regulations published at the following [link](#).

For students who are not native speakers of Italian, a written and verbal command of the Italian language is required as one of the competencies of a graduate (DM 16 March 2007). At the end of the course, there will be a final assessment test of the level of achievement of command of the Italian language, which will be recorded in the student's record booklet. The appropriate command can be acquired by attending an extracurricular Italian language course at the University or upon presentation of a suitable certificate obtained outside the University. The command of the Italian language, obtained by completing the course, is compulsory for obtaining the degree.

### Organisation of the Degree Course

The Study Plan of the Degree Course in Strategic Communication is arranged over two years, during which the student must acquire 120 CFU (university credits) and includes compulsory educational activities and workshops, optional educational activities and the final exam. The degree course is divided into two subject areas in which credits are awarded.

### Study Plan

#### 1st Year (common to the two curricula)

COMPULSORY SUBJECTS	SCIENTIFIC DISCIPLINARY SECTOR	COURSE TYPE	CFU
Strategy and Management	SECS-P/07	<i>Distinctive</i>	9
Strategic Communication	SECS-P/08	<i>Distinctive</i>	12
<i>Fundamentals of Strategic Communication</i>		<i>Distinctive</i>	6
<i>Issue and Crisis Management</i>		<i>Distinctive</i>	6



<b>Digital Communication management and AI</b> <i>Social media relations management</i> <i>AI for Communication and marketing</i>	SPS/08	<i>Distinctive</i> <i>Distinctive</i>	<b>9</b> 6 3
<b>Data Analysis &amp; Data Visualization</b> <i>Data Analysis for Communication</i> <i>Visual Communication and data visualization</i>	SECS-S/05	<i>Distinctive</i> <i>Distinctive</i>	<b>12</b> 6 6
<b>Principles of CSR and Communication</b>	SPS/08	<i>Distinctive</i>	<b>6</b>
<b>Organizational Behaviour &amp; Neuromanagement</b>	SECS-P/10	<i>Distinctive</i>	<b>6</b>
<b>Elective courses</b>		<i>Other course activities</i>	<b>6</b>

**2nd Year**  
**Specialisation: Corporate and Marketing Communication**

COMPULSORY SUBJECTS	SCIENTIFIC DISCIPLINARY SECTOR	TIPOLOGIA ATTIVITA' FORMATIVA	CFU
<b>Corporate Marketing and Management</b> <i>Brand and Marketing Communication</i> <i>Brand &amp; Corporate narratives</i>	SECS-P/08 L-LIN/10	<i>Distinctive</i> <i>Related</i>	<b>12</b> 6 6
<b>Social evaluations</b>	M-FIL/03	<i>Related</i>	<b>6</b>
<b>Internal communication and change management</b>	SPS/08	<i>Distinctive</i>	<b>6</b>
<b>Financial communication and Investor relations</b>	SECS-P/07	<i>Distinctive</i>	<b>6</b>
<b>Corporate Public Affairs</b>	IUS/10	<i>Distinctive</i>	<b>6</b>
<b>Elective Courses</b>		<i>Other course activities</i>	<b>6</b>
<b>Field project/stage</b>		<i>Other course activities</i>	<b>6</b>
<b>FINAL PROJECT - Thesis</b>		<i>Other course activities</i>	<b>12</b>

**2nd Year**  
**Specialisation: Sustainability Communication**

COMPULSORY SUBJECTS	SCIENTIFIC DISCIPLINARY SECTOR	TIPOLOGIA ATTIVITA' FORMATIVA	CFU
<b>Sustainability Marketing and Management</b> <i>Management for Sustainability</i>	SECS-P/08	<i>Distinctive</i>	12 6



<i>Sustainability for marketing and sales</i>	<b>M-FIL/03</b>	<i>Related</i>	<b>6</b>
<b>Digital Sustainability</b>	<b>INF/01</b>	<i>Distinctive</i>	<b>6</b>
<b>Sustainable HR management</b>	<b>SECS-P/10</b>	<i>Distinctive</i>	<b>6</b>
<b>Integrated reporting</b>	<b>SECS-P/07</b>	<i>Distinctive</i>	<b>6</b>
<b>Global environment issues and the human values</b>	<b>M-FIL/01</b>	<i>Related</i>	<b>6</b>

<b>Elective courses</b>		<i>Other course activities</i>	<b>6</b>
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<b>Field project/stage</b>		<i>Other course activities</i>	<b>6</b>
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<b>FINAL PROJECT - Thesis</b>		<i>Other course activities</i>	<b>12</b>
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To obtain the 12 non-compulsory CFUs, the student may choose, primarily, from the following recommended courses:

#### ELECTIVE COURSES

<b>RECOMMENDED ELECTIVE COURSES ACTIVATED FOR THE ACADEMIC YEAR 2023/2024</b>	<b>SCIENTIFIC DISCIPLINARY SECTOR</b>	<b>CFU</b>
<b>Communication and Event Management in Luxury</b>	<b>SECS-P/08</b>	<b>6</b>
<b>Digital markets</b>	<b>SECS-P/10</b>	<b>6</b>
<b>Law and Communication</b>	<b>IUS/10</b>	<b>6</b>
<b>Fashion Communication</b>	<b>SPS/08</b>	<b>6</b>
<b>Neuroscience for Communication</b>	<b>M-PSI/06</b>	<b>6</b>

Students can opt for no more than one course of study activated in Master's degree programmes other than their own, of the same Faculty or other Faculties. Approval of individual study plans is subject to examination by specific reference Committees appointed for this purpose by the Boards of the teaching structures concerned, which also act as guidance structures. If their proposal is not deemed acceptable, the student has the right to be heard by the Committee.

#### **Types and forms of teaching**

Lectures are given face-to-face and may be supplemented by exercises, seminars and/or additional courses. Some courses will be divided into a more theoretical general module and a more operational part held by external professionals.





## **Attendance**

There are no specific attendance requirements, although attendance is strongly recommended. The course is designed with total student attendance in mind.

## **Assessment methods**

Each course may consist of one or more courses/workshops (teaching modules). Assessments may also be carried out during the year and for parts of modules, as per the procedures set out in each syllabus or communicated by the course/workshop leaders at the beginning of the lessons, as established by the relevant teaching bodies. The total credits for each course are considered definitively acquired in the student's curriculum only after the final overall assessment has been registered.

Assessment is regulated by Article 18 of the University Teaching Regulations as follows:

1. The Faculties regulate the assessment procedures aimed at ascertaining the adequate preparation of the students enrolled in the courses of study for the continuation of their academic career and the acquisition of the credits corresponding to the educational activities followed. These assessments, which are always individual, must occur under conditions that guarantee the assessment's depth, objectivity and fairness concerning the teaching or activity followed and what is explicitly required for the test.
2. Assessments may give rise to a grade (examinations) or a simple judgement of approval or non-approval (aptitude tests).
3. The assessment tests may be oral and/or written, with computerised media, provided they do not entirely substitute the tests. In the event of an assessment based on a written and oral test, the outcome of the former may not preclude the latter. In the case of an assessment based on a written test only, the student has the right to request a further oral assessment. In all cases, the verbal tests must be guaranteed to be open to the public, and the student must be able to view the paper relating to the written test.
4. Three examination sessions are scheduled each year of the course. Therefore, it is impossible to hold examinations outside these sessions or to register the results of examinations taken in previous periods.
5. It is not permissible to repeat an examination registered as a pass.
6. The final mark for the exam is expressed as a mark out of thirty, and the pass mark is 18/30. In addition to the maximum mark of 30/30, the Board of Examiners may award honours unanimously.
7. If the student has withdrawn or has not obtained a pass mark, the relative annotation is registered in the register examinations and the student's academic career record. It is highlighted in the documents sent to the Boards of Graduate Examinations without affecting the final average.

### ***Procedure for registering examination results***

The procedure for recording examinations is available at this [link](#).

## **Organisation of teaching activities and examination dates**

The teaching calendar, timetable of lectures and examination dates are published on the university portal on the page dedicated to the Degree Course.

The teaching organisation is on a semester-by-semester basis, and the semesters are divided into two lecture cycles.





ACADEMIC YEAR 2023/2024:

**1st SEMESTER**

1st CYCLE

2nd CYCLE

**from 25 September to 22 December 2023**

from 25 September to 4 November 2023

from 13 November to 22 December 2023

**2nd SEMESTER**

1st CYCLE

2nd CYCLE

**from 19 February to 25 May 2024**

from 19 February to 28 March 2024

from 15 April to 25 May 2024

Easter holidays: **29 March to 2 April 2024**

*Method of conducting teaching activities*

**Course of 24 hours (3 CFU)**

2/3 lessons per week of 2 academic hours, distributed over 2/3 days within a teaching cycle.

**48-hour course (6 CFU)**

2/3 lessons per week of 2 academic hours, distributed over 2/3 days within two teaching cycles of the same semester.

**72-hour course (9 CFU)**

3/4 lessons per week of 2 academic hours, distributed over 3/4 days within two teaching cycles of the same semester.

**Course of 96 hours (12 CFU)**

4/5 weekly lectures of 2 academic hours, distributed over 4/5 days within two teaching cycles of the same semester or 2/3 weekly lessons of 2 academic hours, spread over 2/3 days in both semesters.

For specific teaching requirements - duly approved by the lecturers - the Dean may authorise teaching methods other than those envisaged by the above format.

**There will be 3 sessions of examinations, for a total of 8 examinations for each course, plus an examination session dedicated to international exchange students from 18 to 22 December 2023:**

1st session

from 9 January to 17 February 2024 (3 exam dates)

2nd session

from 27 May to 4 July 2024 (3 exam dates)

3rd session

from 27 August to 21 September 2024 (2 exam dates)

**There will be 3 graduation examination sessions, the periods of which will be defined by the academic calendar for each academic year.**

**Degree Theses**

The award of the Master's Degree in Strategic Communication requires the writing and discussion of an individual dissertation with both theoretical and operational analysis and research content.

The thesis must be written and discussed in English.



The candidate will have to demonstrate both knowledge of the fundamentals of the disciplines forming the basis of the course of study and the ability to apply this knowledge in the various areas that characterise the research and professional fields of strategic communication.

The theme of the thesis, chosen in agreement with one of the degree course lecturers, must be relevant to the Master's degree course.

The thesis must provide a theoretical framework and an exhaustive treatment of the topic with references to up-to-date scientific literature with an international slant.

The Master's thesis, corresponding to 12 CFUs, must present a level of complexity, depth and originality significantly higher than required for the final examination of the Bachelor's degree.

The thesis must demonstrate the student's ability to make critical use of the tools and knowledge acquired during the training course through the analysis of a theme consistent with the course itself and with the relevant disciplinary corpus, also developing an empirical part.

For the empirical part, the candidate may conduct field research characterised by methodological rigour or focus on a project in fields relevant to the Master's degree course. In both cases, a personal contribution with clear originality elements in the research is required.

Once the supervisor has approved the paper, it is assessed by a committee in accordance with the University Teaching Regulations. The international scope of the thesis work will be appreciated, as well as the independence of the research pathway.

The committee expresses a summary qualitative assessment of the final thesis (insufficient, sufficient, fair, good, excellent), taking into account both the assessment of the thesis expressed by the Thesis Supervisor and the co-advisor and the discussion of the thesis by the student. This assessment entitles the student to the acquisition of the CFUs envisaged. In the event of a negative assessment, the student is required to repeat the final examination.

The graduation grade is expressed as a mark out of 110, based on the curriculum of studies and the assessment assigned to the final examination.

Approved by the Faculty Board on May 9<sup>th</sup>, 2023  
Rev. on June 19<sup>th</sup>, 2023