



## **Eterna School of Management Rome**

### **Professional Master in Human Resources Management — Programme Syllabus**

*Duration: 14 Months / Language: English / Location: Rome, Italy*

*Delivery: Synchronous On-Site or Asynchronous Online*

## **1. Programme Overview**

The **Professional Master in Human Resources Management** is a comprehensive 14-month full-time postgraduate programme designed to develop the next generation of HR professionals by equipping emerging and mid-career candidates with the strategic vision, analytical expertise, managerial capabilities, interpersonal skills, and leadership competencies required to succeed in increasingly complex, global, and rapidly evolving organizational environments. Through an interdisciplinary curriculum covering key areas such as human resource strategy, talent acquisition, learning and development, performance management, employee relations, organizational behaviour, compensation and benefits, employment law, diversity and inclusion, change management, and people analytics, students gain a holistic understanding of how organizations attract, develop, engage, and retain talent.

Emphasizing critical thinking, problem-solving, ethical decision-making, emotional intelligence, and collaborative leadership, the Master in Human Resources Management prepares participants to align people strategies with business objectives, foster inclusive and high-performing workplaces, support organizational transformation, manage workforce challenges, and contribute to sustainable organizational success.

The programme is offered in two distinct tracks and students must choose one at the time of enrolment. Track switching may be permitted upon evaluation by the Academic Board.



- **On-Site Track (Synchronous):** Face-to-face instruction delivered at the Eterna School of Management – Rome Campus.
- **Online Track (Asynchronous):** Full programme delivery via the School's Learning Management System, including pre-recorded lectures, interactive content, digital case studies, and online tutoring. Students on this track follow the same curriculum and assessment schedule as on-site students.

## 2. Admission Requirements

| Requirement                   | Detail                                                                                                                                                                                                                  |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Academic Qualification        | Bachelor's degree (any discipline) or equivalent Level 6 qualification                                                                                                                                                  |
| Work Experience               | Recommended minimum 2 years of professional experience                                                                                                                                                                  |
| English Proficiency           | CEFR B2 level or equivalent                                                                                                                                                                                             |
| Recognition of Prior Learning | Applicants without a degree may apply via RPL based on extensive professional experience, subject to evaluation by the Academic Board. RPL may also be applied in other cases deemed appropriate by the Academic Board. |

## 3. Title Awarded

**Professional Master in Human Resources Management** (for internal purposes, in Italian language records it could be reported as *Diploma/Certificato di Master Professionale in Human Resources Management*)

- Issued by: Eterna School of Management Rome
- Level: Learning Outcomes aligned to EQF Level 7
- Duration: 14 months, if on site – Flexible (max 28 months from enrolment), if online
- Estimated Total Learning Hours: 1,500 hours (including Learning Hours, Supervised Hours, Assessment Hours, and Self Study Hours)
- The program is a professional education qualification and does not constitute an Italian “*Laurea magistrale*” degree, nor Italian “*Master Universitario*” degree.

## 4. Programme Aims

The Professional Master in Human Resources Management aims to:

- Develop students' capacity to analyse complex business problems and devise evidence-based strategic solutions
- Build competencies in leadership, team management, financial decision-making, marketing strategy, and operations
- Foster an entrepreneurial and innovative mindset applicable across industries and organisational contexts
- Cultivate ethical reasoning and corporate social responsibility awareness in business leadership
- Prepare graduates to assume managerial and strategic roles in private, public, and third-sector organisations

## 5. Programme Outcomes

Upon successful completion of the programme, graduates will be able to:

- Apply strategic management frameworks to evaluate and respond to dynamic competitive environments
- Lead and motivate diverse teams through organisational change and complex challenges
- Analyse financial statements and use financial tools to support strategic decision-making
- Design and implement marketing strategies aligned with organisational goals
- Critically evaluate business ethics and integrate responsible management practices
- Conduct applied business research and present evidence-based recommendations
- Demonstrate proficiency in entrepreneurial thinking and innovation management
- Manage cross-functional projects and organisational operations effectively

## 6. Typical Programme Structure

| Modules                                          | Months | Assessment       |
|--------------------------------------------------|--------|------------------|
| 1. Strategic Planning                            | 1-2    | Assignment-based |
| 2. Organisational Behaviour                      | 3-4    | Assignment-based |
| 3. Personal Development for Strategic Leadership | 5-6    | Assignment-based |
| 4. Corporate Communication Strategies            | 7-8    | Assignment-based |
| 5. Strategic Human Resource Management           | 9-10   | Assignment-based |
| 6. Research for Strategic Development            | 11-12  | Assignment-based |
| 7. Professional Master's Thesis                  | 13-14  | Thesis Defence   |

## 7. Hourly Breakdown

| Module No. | Learning Hours         | Supervised Hours        | Assessment Hours       | Minimum Self-Study Hours |
|------------|------------------------|-------------------------|------------------------|--------------------------|
| 1 to 6     | 50 each<br>(Total 300) | 110 each<br>(Total 330) | 3.5 each<br>(Total 21) | 24 each<br>(Total 144)   |
| 7          | 0                      | 20                      | 5                      | 350                      |

| Total Learning Hours | Total Supervised Hours | Total Assessment Hours | Total Minimum Self-Study Hours | Programme Total Hours |
|----------------------|------------------------|------------------------|--------------------------------|-----------------------|
| 300                  | 680                    | 26                     | 494                            | 1500                  |

## 8. Grading Scale

| Grade       | Percentage | Description                                                 |
|-------------|------------|-------------------------------------------------------------|
| Distinction | 90–100%    | Outstanding work demonstrating mastery and critical insight |
| Merit       | 75–89%     | Good work demonstrating solid understanding and application |
| Pass        | 60–74%     | Satisfactory work meeting minimum programme standards       |
| Fail        | Below 60%  | Does not meet minimum requirements                          |

## 9. Example of Programme Calendar

| Period          | Activity                                                                            |
|-----------------|-------------------------------------------------------------------------------------|
| Month 1-2       | Beginning of Term 1:<br>Induction week; Module 1 lectures and supervision           |
| End of Month 2  | Module 1 Assessment                                                                 |
| Month 3-4       | Module 2 lectures and supervision                                                   |
| End of Month 4  | Module 2 Assessment                                                                 |
| Month 5-6       | Module 3 lectures and supervision                                                   |
| End of Month 6  | Module 3 Assessment; Review of students' performance; End of Term 1                 |
| Month 7-8       | Beginning of Term 2; Module 4 lectures and supervision                              |
| End of Month 8  | Module 4 Assessment                                                                 |
| Month 9-10      | Module 5 lectures and supervision                                                   |
| End of Month 10 | Module 5 Assessment                                                                 |
| Month 11-12     | Module 6 lectures and supervision                                                   |
| End of Month 12 | Module 6 Assessment; Submission of Thesis proposal to supervisor;<br>End of Term 2. |
| Month 13-14     | Research and writing of Final Thesis                                                |
| End of Month 14 | Final submission; Thesis Oral defence; Graduation                                   |

## **10. Delivery Schedule and Attendance for On-Site Students**

The taught component of the Professional Master in Human Resources Management is designed to be delivered through a structured schedule of 20 hours per week of in-person lessons and training activities delivered under the supervision of lecturers, trainers or academic tutors. Self-study hours are additional and do not replace the required weekly attendance. Attendance is monitored and recorded on a daily basis. Students are required to attend a minimum of 80% of the scheduled lessons and supervised training activities for each module. Failure to meet the above requirement of in any module will result in the automatic failure of that module and may, where applicable, lead to any associated administrative, academic, immigration or legal consequences.

Absences due to illness may be considered as authorised upon submission, within five (5) working days, of an appropriate medical certificate issued by a qualified healthcare professional registered in Italy.

Requests for authorised absences for reasons other than illness shall be considered on a case-by-case basis and may be approved at the sole discretion of the Academic Board. Students are expected to notify the institution as soon as reasonably possible and provide any supporting documentation that may be requested.

The indicative schedule must also take into account public holidays, institutional closure days, scheduled academic breaks, examination periods, assessment windows and any other approved interruptions to the teaching calendar. Where such days or periods occur, the academic calendar may be adjusted accordingly to ensure that the required taught component and supervised training activities are properly delivered across the programme.

Regarding the Final Thesis period, as it does not include a taught component, if the candidate is unable to be present in Rome for justified reasons, thesis supervision and the final defence may be conducted online, subject to the Academic Board approval.

## **11. Delivery Schedule and Attendance for Online students**

The taught component of the Professional Master in Human Resources Management is designed to be delivered through a self-paced, asynchronous online format. The programme includes around 20 hours per week of learning activities comprising recorded lectures, training materials, and interactive content, all accessible through the Learning Management System without a fixed schedule. Self-study hours are integrated within the learning activities and are essential for completing the programme requirements.

While the taught content is self-paced, students are encouraged to maintain regular engagement with their academic tutor during supervised sessions (e.g., monthly check-ins, module-specific guidance, and feedback discussions) conducted online.

The indicative programme timeline must also take into account public holidays, institutional closure days, scheduled academic breaks, examination periods, assessment windows, and any other approved interruptions. Where such days or periods occur, the academic calendar may be adjusted accordingly to ensure that the required learning activities and supervised tutor sessions are properly completed across the programme.

Regarding the Final Thesis period, all supervision activities and the final defence shall be conducted online. Thesis supervision will be carried out through scheduled virtual meetings with the assigned supervisor, and the final defence will be conducted via online video conference.



## 11. Teaching & Learning Methods

### On-Site Track (Synchronous)

- Classes held at the Eterna School of Management Rome Campus
- Maximum class size: 25-30 students
- Teaching methods: lectures, case study discussions, team workshops, role plays, guest speaker sessions, and business simulations
- Office hours with module tutors: weekly (on-campus or video)

### Online Track (Asynchronous)

- Full curriculum delivered via the School's LMS platform
- Pre-recorded video lectures, organised in daily 3 hours of content
- Interactive content: quizzes, digital case studies, e-reading packs
- Virtual office hours with module tutors: available by appointment
- Students must have access to a stable internet connection and a device capable of video conferencing

## 12. Faculty Profile Requirements

Lecturers, Tutors, and Assessors should hold a minimum of:

- A Master's degree (Level 7 EQF or equivalent) or higher in a relevant discipline, together with demonstrable professional experience in the subject area; or
- At least three (3) years of relevant professional experience in the subject area, subject to evaluation and approval by the Academic Board.
- Possess appropriate teaching, training, mentoring, or assessment experience relevant to their role.
- Be able to communicate effectively in the language of instruction and assessment.



- Comply with the institution's quality assurance, academic integrity, and assessment policies.

### 13. Progression & Awards

To be awarded the Professional Master in Human Resources Management (***Diploma di Master Professionale in Human Resources Management***), students must:

- Successfully pass all taught modules (minimum grade: Pass, 60%)
- Submit and defend their final thesis meeting the minimum Pass standard
- Have no outstanding academic integrity issues

### 14. Resit Policy

Regarding Modules 1-6, one free resit is permitted per module. The maximum grade achievable following a resit is a Pass.

Should a candidate fail to achieve a passing grade at this second attempt, they may choose one of the following options:

1. Exit the programme with a *Certificate of Competence* recognising the modules successfully completed, without entitlement to the Professional Master in Human Resources Management;
2. Apply for an additional reassessment opportunity, subject to payment of the prescribed reassessment fee.

Regarding Module 7, should the candidate fail to achieve the minimum passing grade for the Professional Master's Thesis, they may choose one of the following options:

1. Accept an exit award in the form of a *Certificate of Competence in Human Resources Management*, rather than the Professional Master in Human Resources Management qualification.
2. Re-enter the thesis process from the beginning, including the submission of a new research proposal, the development of a new thesis, and a subsequent thesis defence

before the assessment panel. This option is subject to the payment of the applicable resubmission and supervision fee.

## **15. Originality of Work**

All coursework, assignments, projects, examinations, dissertations, reports, presentations, and any other assessed work submitted for academic credit must represent the student's own original work and intellectual effort. Students are expected to maintain the highest standards of academic honesty, integrity, and ethical conduct throughout their studies. Any form of academic misconduct is considered a serious violation of the School's regulations.

Academic misconduct includes, but is not limited to:

- Plagiarism, including the use of another person's ideas, words, research, data, or creative work without proper acknowledgment or citation.
- Self-plagiarism, whereby previously submitted work is reused without prior authorization and appropriate disclosure.
- Collusion, including unauthorized collaboration with other students or third parties on individual assessments.
- Contract cheating, including the purchase, commissioning, or submission of work produced by another person or organization.
- Fabrication or falsification of data, research findings, references, documents, records, or academic evidence.
- Unauthorized use of notes, materials, devices, or assistance during examinations or assessments.
- Impersonation or any attempt to submit work on behalf of another student.
- Submission of content generated wholly or substantially by artificial intelligence (AI) tools, automated writing systems, or similar technologies as if it were the student's own original work.



To safeguard academic standards and ensure fairness, the School reserves the right to review all submitted work using plagiarism detection and academic integrity monitoring systems. Written assignments may be screened through plagiarism detection software, and the School may employ additional methods of verification, including oral examinations, interviews, draft reviews, source checks, and other procedures deemed appropriate to confirm authorship and originality.

## 16. Academic Integrity and Disciplinary Procedures

Where academic misconduct is suspected, the matter will be investigated in accordance with the School's Academic Integrity and Disciplinary Procedures below. Students will be given an opportunity to respond to any allegations before a final determination is made by the Academic Board.

Where misconduct is proven, sanctions may include one or more of the following:

- A formal warning;
- Reduction of marks or failure of the assessment;
- A grade of zero (0) for the relevant assignment, examination, or module;
- Suspension from the programme for a specified period;
- Permanent dismissal from the programme or institution in cases of serious or repeated misconduct.

The School reserves the right to report serious cases of any type of misconduct to relevant professional, accreditation, regulatory, awarding, governmental, law enforcement, judicial, or other competent authorities and bodies where required by law, regulation, accreditation requirements, or where otherwise considered necessary by the Academic Board.

By enrolling in the programme, students acknowledge their responsibility to uphold the highest standards of integrity and ethical conduct and to comply with all applicable laws, regulations, policies, and academic requirements.

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*This syllabus is subject to periodic review and update by the Academic Board.*