



7th INTERNATIONAL E-HRM CONFERENCE

HRM 4.0 for Human-Centered Organizations

Milan, 29 -30 November, 2018

Università Cattolica del Sacro Cuore



UNIVERSITÀ
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WELCOME



On behalf of Università Cattolica del Sacro Cuore, we welcome you to the 7th International e-HRM Conference. We are looking forward to your contribution in presenting at this year's conference dedicated to the ongoing development of theory and research on technology and digitization and their impact on HR Management practices. The aim is to bring together scholars to discuss emerging concepts and themes in e-HRM research.

Paper submissions reached an outstanding number of 50, to which the conference program adds a group discussion and a symposium as well. We received papers from all over the world: Australia, Austria, Canada, Denmark, Finland, Germany, Lebanon, Mexico, Norway, Sweden, The Netherlands, United Kingdom, United States, Singapore, and, of course, Italy. We have an exciting conference schedule and social event and the following advisory board:

Domenico Bodega – Università Cattolica del Sacro Cuore, Italy

Tanya Bondarouk – University of Twente, The Netherlands

Sandra Fisher – Clarkson University, USA

Peter Holland – Monash University, Australia

Richard Johnson – University at Albany, State University of New York, USA

Janet H. Marler – University at Albany, State University of New York, USA

Marcello Martinez – Università della Campania Luigi Vanvitelli, Italy

Ewan Oiry – École des sciences de la gestion (ESG UQAM), Canada

Miguel Olivas-Lujan – Clarion University of Pennsylvania, USA

Emma Parry – Cranfield University, UK

Huub Ruël – Hotelschool The Hague, The Netherlands

Stefan Strohmeier – Saarland University, Germany

Hazel Williams – Nottingham Trent University, UK

Finally, we launched a PhD student Best paper Award, sponsored by the Human Resource Management Department, University of Twente. A selection of papers submitted to the Conference will be given the opportunity to be published in a special issue of "Studi Organizzativi" (English version), a peer-reviewed journal indexed at Catalogo italiano dei periodici/Acnp, Ebsco Discovery Service, Essper, Google Scholar, JournalTOCS, ProQuest Summon, Torrossa – Casalini Full Text Platform; or in an edited book within the Emerald "Advanced Series in Management", indexed in Scopus.

We are sure that the conference will be engaging, and we hope that every participant may gain useful insights and inspiration during our time together.

Rita Bissola and Barbara Imperatori

ACKNOWLEDGEMENTS

Università Cattolica del Sacro Cuore

Prof. Franco Anelli, Rector

Prof. Domenico Bodega, Dean of the Faculty of Economics

Department of Economic and Business Management Sciences

Prof. Marco Oriani, Director

Paola Magri

SAS

Elena Panzera, Senior HR Director EMEA South

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Francesca Mochi

Executive Education and Research Partnership Office

Roberto Brambilla, Director

Elisa Ballerini

Davide Fantinati



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WIBLEN	Sharna	Sydney Business School, University of Wollongong, Australia
WILLIAMS	Hazel	Nottingham Business School, Trent University, UK

In case you need any help...



...ask us, we're here for you!



Conference Agenda

PROGRAM OVERVIEW

Thursday, November 29

TIME	DESCRIPTION	PERSON/TOPIC	ROOM
8.30 – 9.45	<i>Registration / Coffee</i>		G.011 Borsi (First cloister)
9.45 – 10.00	Opening / Welcome	Rita Bissola and Barbara Imperatori, Università Cattolica del Sacro Cuore	G.152
10.00 – 11.00	Keynote Speech	<i>Industry X.0: Liberating HRM from High Tech Gravity</i> Tanya Bondarouk, University of Twente	G.152
11.00 – 11.30	<i>Networking / Coffee break</i>		
11.30 – 13.00	TRACK 1	e-HRM & Technology	G.053
	TRACK 2	e-HRM & Data-Driven Approach	G.151
	TRACK 3	Flexible Work & Smart Working	G.152
	TRACK 4	Artificial Intelligence, Augmented & Virtual Reality	G.153
13.00 – 14.30	<i>Lunch</i>	Restaurant.9 [Location: via Necchi 9]	
14.30 – 15.30	Group discussion	<i>Global e-HRM Research Consortium</i> Facilitators: Sandra Fisher, Clarkson University; Richard Johnson, SUNY University at Albany	G.152
15.30 – 16.00	<i>Networking / Coffee break</i>		
16.00 – 17.30	SYMPOSIUM	<i>Dark Side of Digitization: Unintended Consequences of e-HRM Initiatives</i>	G.053
	TRACK 5	HR Analytics & Big Data	G.151
	TRACK 6	Leadership in a Digitalized HRM World	G.153
18.00	<i>Cultural program</i>	Museo del Novecento [Location: piazza del Duomo 8]	
20:00	<i>Conference dinner</i>	Enoteca Regionale Lombarda [Location: via Stampa 8]	

Friday, November 30

TIME	DESCRIPTION	PERSON/TOPIC	ROOM
8.30 – 9.00	<i>Registration / Coffee</i>		G.011 Borsi (First cloister)
9.00 – 10.30	TRACK 7	Organization Design in the Smart Era	G.053
	TRACK 8	e-HRM, Labour Platforms & Employment Relations	G.152
	TRACK 9	Reshaping HRM Activities in a Digital World	G.153
10.30 – 11.00	<i>Networking / Coffee break</i>		
11.00 – 12.00	Keynote Speech	<i>Facilitating Employee Creativity in an e-HRM Environment</i> Christina Shalley, Georgia Institute of Technology	G.152
12.00 – 13.30	<i>Lunch</i>		
13.30 – 15.00	TRACK 10	New Avenues in Recruitment & Selection	G.053
	TRACK 11	e-HRM, Empowerment & Sustainability	G.151
	TRACK 12	Conceptualization of Digital HRM	G.152
	TRACK 13	e-HRM & Sociomateriality	G.153
15.00	Roundtable	<i>Designing Digital Transformation for Renewed Human-Centered Organizations: a Multi-Perspective Dialogue</i> Moderator: Janet Marler, SUNY University at Albany Speakers: Ingrid Basso, Università Cattolica del Sacro Cuore Marcello Martinez, Università della Campania Luigi Vanvitelli Elena Panzera, SAS	G.GN2 Sala Maria Addolorata (“Passaggio Gnomo”)
16.00	Conference closing		
16.15	<i>Farewell / Coffee</i>		G.011 Borsi (First cloister)

Thursday, November 29 TRACKS 1-6 & Symposium

	Room G.053	Room G.151	Room G.152	Room G.153
	TRACK 1: e-HRM & Technology Chair: Francesca Mochi	TRACK 2: e-HRM & Data- Driven Approach Chair: Miguel Olivas - Lujan	TRACK 3: Flexible Work & Smart Working Chair: Teresina Torre	TRACK 4: Artificial Intelligence, Augmented & Virtual Reality Chair: Giuseppe Scaratti
11:30- 13:00	<p>BAKSHALIAN, AHMADIYANKOOSHI, ELMI, REDDINGTON The 'Digitalised' employment relationship: can conversational practice help to alleviate technology-related pressure?</p> <p>DOSENSA, MIZZAU, MOCHI HRM technologies-in-use: A Humanistic Management perspective</p> <p>MARTINEZ, GALDIERO, PEZZILLO Do informational systems play a crucial role in the relation between Knowledge and job engagement of healthcare assistants?</p> <p>LAZAZZARA, GALANAKI, MEURER, PARRY How does technology matter? Configurations of HR delivery mechanisms and HRM effectiveness</p>	<p>CANTONI, SALA, VIRTUANI Six-Sigma. The effects of a disciplined data-driven approach on HR management in SMEs</p> <p>FABBRI, SCAPOLAN, BERTOLOTTI, CANALI Framing employees' attitudes and digital work behaviors to support data-driven human resource management: an exploratory study</p> <p>OLIVAS-LUJAN Blockchain in e-HRM: Hit or Hype?</p>	<p>PARRY, BATTISTA Impact of emerging technologies on work and the role of human resource management</p> <p>TORRE, SARTI Themes and trends in Smart Working research. An analysis of academic contributions</p> <p>VERGINE, BRIVIO, FABBRI, GAGGIOLI, LEONI, GALIMBERTI The 'Phygital Enterprise': planning Research and Studies on New Environments for Flexible Workplace, Agile and Smart Working</p>	<p>FREGNAN, IVALDI, SCARATTI HRM 4.0: the potential of educational impact for society at large</p> <p>POBA-NZAOU, UWIZEYEMNUNGU, CERIC The impacts of artificial intelligence (AI) on jobs: An Industry perspective</p> <p>WASSERMAN, FISHER "Mind the Gap": A Human Resource Management Perspective on Virtual Reality Training</p>

	Room G.053	Room G.151	Room G.153
	SYMPOSIUM Dark Side of Digitization: Unintended Consequences of e-HRM Initiatives Chair: <i>Mohan Thite</i>	TRACK 5: HR Analytics & Big Data Chair: <i>Stefan Strohmeier</i>	TRACK 6: Leadership in a Digitalized HRM World Chair: <i>Silvia Ivaldi</i>
16:00-17:30	<p>SCHOLZ Dark Side of Data-driven HRM</p> <p>HARTWELL HR risks with social media & The Way Forward</p> <p>WIBLEN (Un)Intended Consequences of Digitalising Talent Management</p> <p>HAAR Dangerous opportunities in digitalization of recruitment</p> <p>HOLM E-selection: the diversity-validity dilemma</p> <p>TAN Unintended Consequences of New Technologies in Learning and Development</p> <p>THITE Strategic Evaluation of the Role, Contribution & Limitations of e-HRM</p>	<p>FISHER, GIROTTO, CONNELLY Integrating Big Data and Little Data for a Utility Analysis of Workers with Disabilities</p> <p>STROHMEIER, COLLET, KABST Configurations of HR Analytics – An Empirical Examination</p> <p>WERKHOVEN Building Synergies with HR Analytics Capabilities</p>	<p>BISSOLA, IMPERATORI, MOCHI Looking for a job in the social media era: The Millennials' perspective</p> <p>IVALDI, FREGNAN, SCARATTI HRM 4.0 and new managerial competences profile</p> <p>MANSOUR, RAFEH, ZAATARI The Role of Self-Awareness, Augmented Artificial Intelligence and Enhanced Leadership Competencies in Developing Future Academic Physicians</p>

Friday, November 30 TRACK 7-13

	Room G.053	Room G.152	Room G.153
	TRACK 7: Organization Design in the Smart Era Chair: <i>Tanya Bondarouk</i>	TRACK 8: e-HRM, Labour Platforms & Employment Relations Chair: <i>Sandra Fisher</i>	TRACK 9: Reshaping HRM Activities in a Digital World Chair: <i>Rita Bissola</i>
9:00- 10:30	<p>HABRAKEN, BONDAROUK Smart industry or smart bubbles? A critical analysis of its perceived value</p> <p>RAVARINI, MARTINEZ Lost in Hologracy? The possible role of e-HRM in dealing with the deconstruction of hierarchy</p> <p>ROBLES, MADERO, OLIVAS-LUJÁN Chat groups inside organizations— Reversing the organizational hierarchy and the consequences on employee identity</p>	<p>FISHER, CASSADY Use of Relational e-HRM Tools in Gig Worker Platforms</p> <p>MEIJERINK, HAGENS & BECKING HRM for managing ecosystems in the gig economy: lessons learned from an online food-delivery platform</p> <p>SCARATTI, SPREAFICO, ORIZIO Towards a Platform for Human Resources Orientation</p>	<p>D'AMATO, MACCHI, PIATTI How performance appraisal has changed with Industry 4.0 Revolution: the Leroy Merlin Case</p> <p>ISARI, BISSOLA, IMPERATORI HR Devolution in the Digital Era: What Should We Expect?</p> <p>WIBLEN, MARLER The human-technology interface: examining the implications of digitalisation for HR in talent management</p>

	Room G.053	Room G.151	Room G.152	Room G.153
	TRACK 10: New Avenues in Recruitment & Selection	TRACK 11: e-HRM, Empowerment & Sustainability	TRACK 12: Conceptualization of digital HRM	TRACK 13: e-HRM & Socio- Materiality
	Chair: <i>Arnela Ceric</i>	Chair: <i>Huub Ruel</i>	Chair: <i>Hazel Williams</i>	Chair: <i>Anna Bos-Nehles</i>
13:30- 15:00	<p>CERIC, HOLLAND Social Media and Employee Selection – a Dangerous Mix</p> <p>L'ÉCUYER Investigating social media capabilities for recruitment in SMEs</p> <p>TROMBIN, MUSSO, PINNA, DE MARCO The Unbiased Hiring? A critical analysis of Artificial Intelligence in e-HRM: the case of Pymetrics</p>	<p>ELLMER, REICHEL An affordance approach to e-HRM-based employee voice outcomes</p> <p>FISHER, MARLER Have we gone too far? Reconsidering the role of employee stakeholders in e-HRM</p> <p>NJOKU, RUËL An Analysis of the contribution of e-HRM to sustaining business performance: Towards tomorrows sustainable and adaptive organisations</p>	<p>MIGLIAROTTI, CANTONI Digitalization as an opportunity for reshaping HR activities. The case of a mid-size mechanical company</p> <p>STROHMEIER Digital HRM - A Conceptualization</p> <p>WILLIAMS Metaphors for the HRIS Specialist</p>	<p>BOS-NEHLES, BONDAROUK A Sociomateriality Perspective of E-HRM Implementation</p> <p>GREGEBY, HUGOSSON The sociomateriality of digital HRM model implementation – Tentative findings from a case study</p> <p>MYLLYMÄKI The Sociomateriality of HRM practice</p>

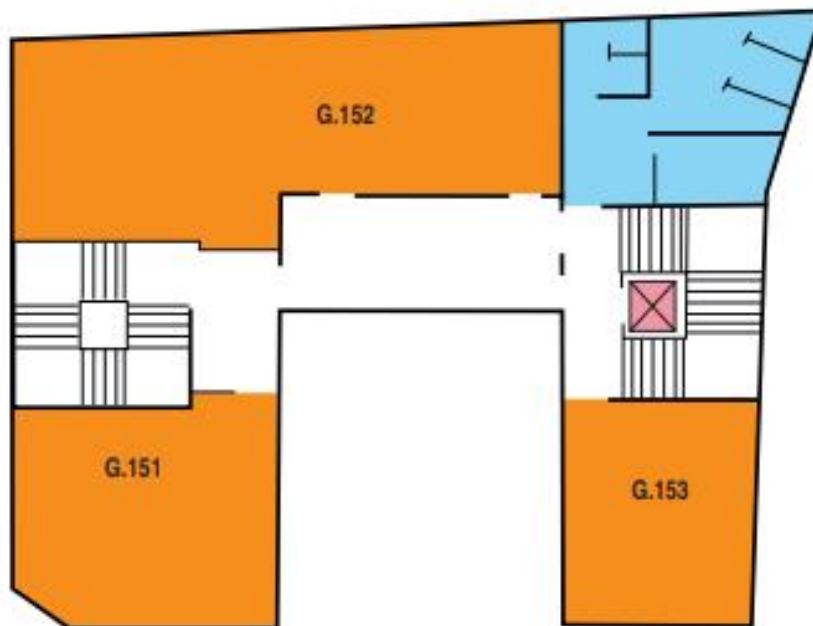
Parallel sessions, Group discussion, Symposium & Keynote speech

Lanzone18 Building / Cortile Dante Alighieri

Ground floor

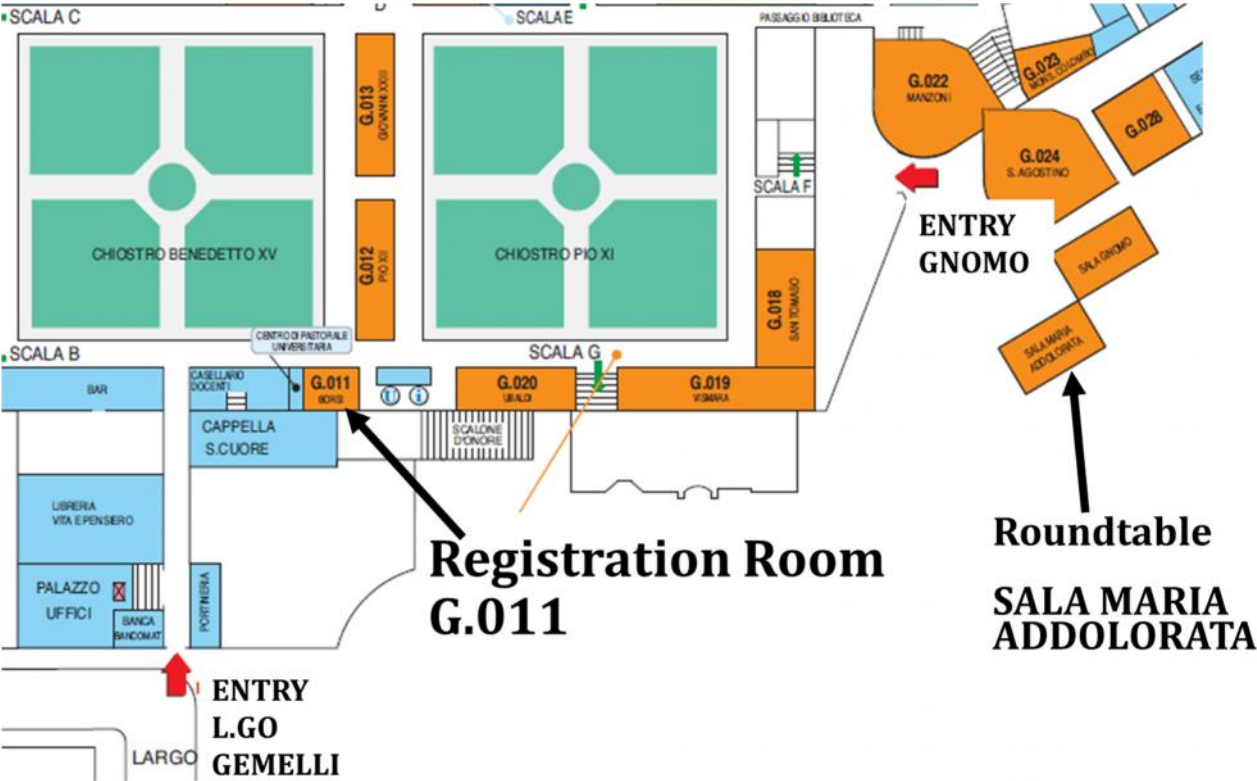


First floor



Roundtable

G.GN2 Sala Maria Addolorata / Passaggio Gnomo





Speakers

KEYNOTE



Tanya Bondarouk is recognized as one of the founders of the new research area of Human Resource Management (HRM) and Technology, named *electronic HRM*. Her main publications concern an integration of Human Resource Management and social aspects of (Information) Technology Implementations, where she conducts interdisciplinary projects. Her research covers topics such as digitalization of the workforce and HRM, implementation of digital HRM solutions, robotization and workforce management. In this field, she has edited numerous special issues in international journals and scholarly books. Since 2006 she is involved in organizing International Academic Conferences on digital HRM. Her works appear in peer-reviewed journals of a high standard across the disciplines IT, HRM and general management, including *European Journal of Information Systems*, *European Management Journal*, *International Journal of HRM*, *HRM Review*, *Human Resource Management*, and *Personnel Review*. She has conducted research with and provided advice to both private and public sectors including Dutch and Belgian Ministries, Shell, Dow Chemical, KPN and Belgacom, Philips, KLM Air France, ABN AMRO Bank, Ford, IBM, and several healthcare organizations.

Christina E. Shalley is the Sharon M. and Matthew R. Price Chair and Professor of Organizational Behavior at the Scheller College of Business at the Georgia Institute of Technology. She received her Ph.D. in Business Administration from the University of Illinois, Urbana-Champaign. Her current research interests include investigating the effects of various social and contextual factors in enhancing creativity for both individuals and teams of employees. She has published a number of articles in such scholarly journals as *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Journal of Management*, *Leadership Quarterly*, *Organization Science*, and *Organizational Behavior and Human Decision Processes*. Christina is co-editor of the *Handbook of Organizational Creativity* and is senior editor of the *Oxford Handbook of Creativity, Innovation, and Entrepreneurship*. She is a Fellow in both the Society of Organizational Psychology (SIOP) and Association for Psychological Science (APS), and is a member of the Society of Organizational Behavior (SOB). Christina currently teaches MBA courses on Negotiation and Conflict Resolution. She is also active in executive programs, where she teaches courses on Negotiation and Conflict Resolution, Influence and Strategic Persuasion, and Human Resource Management. She has won several teaching awards, including MBA Elective Professor of the Year and the Brady Family Award for Faculty Teaching Excellence.



ROUNDTABLE



Ingrid Basso is Assistant Professor in Theoretical Philosophy at the Department of Philosophy of the Catholic University of Milano, Italy. She also teaches Philosophy of Communication for the Master degree program in Digital Asset and Media Management (G.E.C.O.) at the Catholic University of Brescia, Italy. Her main research interests in Theoretical Philosophy lie in the thought of Søren Kierkegaard connected with the decline of the German Idealism, then the issue of Communication in Kierkegaard's writing strategy.

She has been Ph-D research fellow at the Søren Kierkegaard Research Centre at the University of Copenhagen and at the Howard V. and Edna H. Hong Kierkegaard Library of the St. Olaf College, Northfield, Minnesota – USA. Besides several articles in English and Italian, she is the author of the monographs: *Kierkegaard uditore di Schelling*, *Søren Kierkegaard e la metafisica di Aristotele* and published the Italian critical edition of Kierkegaard's notes from F.W.J. Schelling's course on Philosophy of Revelation in Berlin 1841-1842. She also collaborates with several Italian publishing houses as translator from Danish and Norwegian literature. At present, she is working on a project on Technology and human values. Social, economic, juridical, psychological, religious and educational effects of the technological transformation, in collaboration with prof. Massimo Marassi (UCSC).

Janet H. Marler, Phd. is Professor at the School of Business at University at Albany-State University of New York. Prior to earning a PhD from Cornell University's School of Industrial and Labor Relations, she held several senior executive positions in financial services industry. Her research on the strategic use of HR technology and HR Analytics, strategic compensation, and alternative employment arrangements has been published in leading scholarly journals including *Academy of Management Perspectives*, *Human Resource Management Review*, *International Journal of Human Resource Management*, *Journal of Management*, *Journal of Organizational Behavior*, *Journal of Vocational Behavior*, *Journal of Managerial Psychology*, *Personnel Psychology*, and *Strategic Management Journal*.



Her most recent publications include a book, *Making HR Technology Decisions: A Strategic Perspective* with Sandra Fisher published by Business Expert Press, and *An Evidence-Based Review of HR Analytics* with John Boudreau published in the *International Journal of Human Resource Management*. She serves the Editorial Boards of the *Academy of Management Perspectives*, *Journal of Management*, and *Human Resource Management Review*, and *International Journal of Human Resource Management*. She is also Co-Editor of a future special issue on Digitization and the Transformation of Human Resource Management for the *International Journal of Human Resource Management*.

Marcello Martinez is Full Professor of Organization Studies at Università della Campania Luigi Vanvitelli, where he is the Coordinator of the Faculty Board of the PhD course in Entrepreneurship and Innovation. He is President of ASSIOA – Association of Italian Organization Studies Academics. He is member of many scientific and professional associations such as AIDP – Italian Association of Human Resources Management, EGOS – European Group of Organization Studies, AIDEA – Accademia Italiana di Economia Aziendale.



Elena Panzera, graduated at Università Cattolica del Sacro Cuore, is an Organization & labor psychologist. She starts her career at McKinsey & Company as a Training & Internal Communication Administration for Italy. In 2002 she moves at KPMG Advisory Service as a Training & Internal Communication Manager, from 2004 she is hired in SAS where she supervises the Italian Professional Development area. She becomes HR Manager in 2007 and HR Director in 2009. She has earned a Master's Degree in Coaching, and she is responsible of the People Analytics project at the EMEA level. Elena now coordinates the HR & Operation activities of 17 countries in the South-East of Europe, Middle East & Africa.



Conference Social Activities

Thursday, November 29, 18:30

(departure from Università Cattolica at 18.00)

Museo del Novecento



Piazza del Duomo, 8,

20123 Milano MI

Phone: +39 02 8844 4061

A dialogue with contemporary art at the hub of 20th century art history

The Museo del Novecento, located inside the Arengario Palace in Piazza del Duomo, hosts a collection of over four thousand works that catalyze the development of 20th century Italian art. It was established in 2010 with the goal of spreading knowledge of 20th century art and offering a more comprehensive insight into the collections that the city of Milan has inherited over time.

With an eye toward the city, the Museo del Novecento develops around multiple locations. The grand spiral staircase inside the building welcomes visitors and introduces them to the visit of the Museum with the world-famous 19th century painting *Il Quarto Stato (The Fourth Estate)* by Pellizza da Volpedo. The Neon by Lucio Fontana represents a final embrace to the city. Reflecting Milan's feverish cultural dynamism, the Permanent Collection is essentially the story of several private collections that have been brought together thanks to the generosity and passion for art of many private collectors. Since its inception, the collection has been augmented by major gifts from artists, collectors and philanthropists who play an active role in the growth of the Museum's heritage, which today reflects the rich trajectory of art from the early 20th century through the present.

We will be guided through the breath-taking building and collections of the Novecento by two exceptional guides:

Chiara Paolino, assistant professor of Organization at Università Cattolica del Sacro Cuore with a real passion for contemporary art and artistic interventions in organizations.

Kevin McManus, Italian-American assistant professor of Modern and Contemporary Art at at Università Cattolica del Sacro Cuore.

Thursday, November 29, 20:00

Social dinner



Enoteca Regionale Lombarda

Via Stampa, 8

20123 Milano

Phone: +39 02 89681143

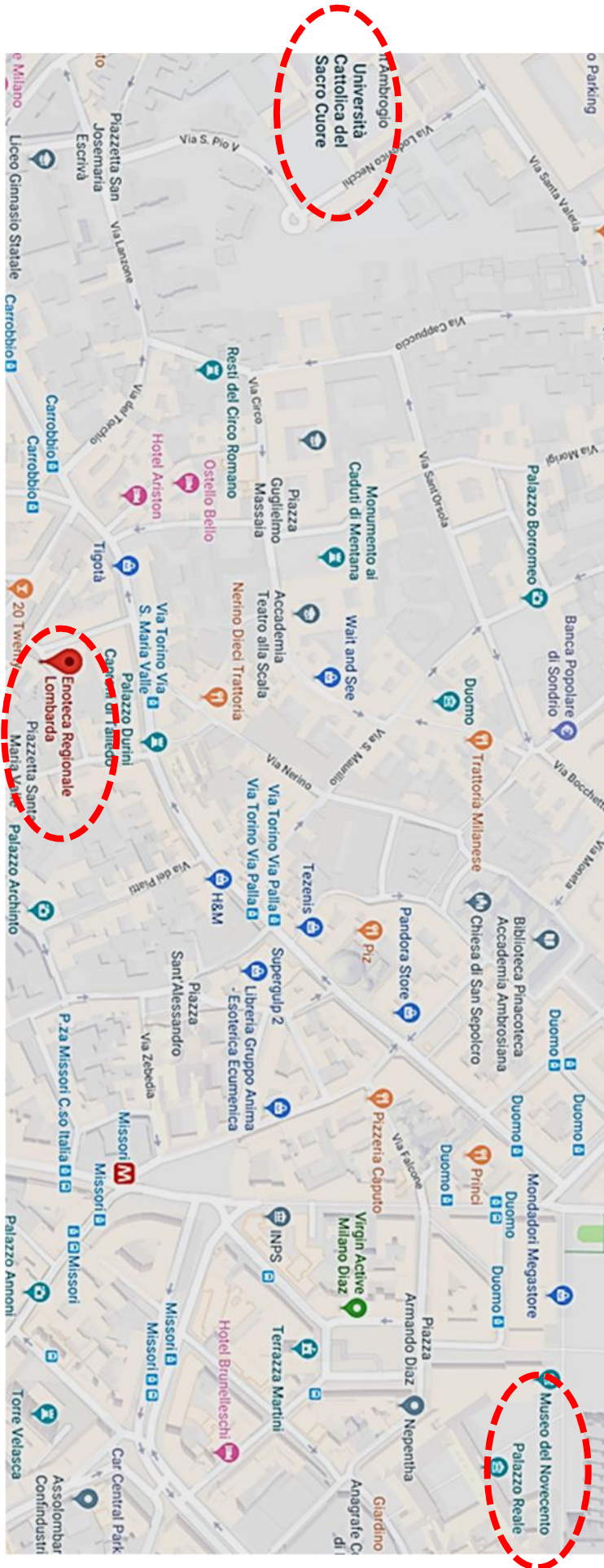
Friday, November 30, 12:00

Eat & Walk



Take your brown bag in the Registration Room (G.011 Borsi) and follow us!

We will explore together our Campus and some of the most beautiful buildings and artworks nearby, guided in a tour by trained students.





About UCSC

ABOUT UNIVERSITÀ CATTOLICA DEL SACRO CUORE

Università Cattolica del Sacro Cuore, the largest Catholic university in Europe, was founded in 1921 by **Father Agostino Gemelli** together with a group of Catholic intellectuals: **Ludovico Necchi, Francesco Olgiati, Armida Barelli** and **Ernesto Lombardo**. The history of the University commenced in 1920 with the creation of the founding body of the University - the Giuseppe Toniolo Institute for Higher Education. On 7 December 1921, the University was officially inaugurated in the presence of Milan's archbishop, Cardinal Achille Ratti, future Pope Pius XI and, in 1924, it was awarded state recognition as a free university.

In 1927 the University acquired the ancient monastery of Sant'Ambrogio designed by the renown Italian architect Bramante and, on 30 October 1932, the building became the University headquarter. The redevelopment, restoration and expansion of the structure with new buildings was entrusted to the architect Giovanni Muzio.

In the post-war period a campus was built in **Piacenza**, while the first cohort of students enrolled for the 1952-53 academic year. In 1964 the 'Agostino Gemelli' University Hospital was inaugurated in **Rome**, to which the Faculty of Medicine and Surgery (which had been in operation since 1961) was annexed. In 1965 Università Cattolica opened the the **Brescia** campus, while the subsidiary in **Cremona** was inaugurated in 1984.

Facts and figures

University Facilities

12 Faculties
8 Schools of advanced studies
50 Professional diploma and specialty training programmes
19 Doctoral programmes
28 Departments
38 Institutes
80 Research centres
5 Universities centre
7 Spin-offs

Students/Professors

Approx. 40.000 students
10.000 graduates every year
1.350 professors

ABOUT THE MILAN CAMPUS

A city within the city

A cosmopolitan, multicultural environment surrounds the two main cloisters of the ancient **monastery dedicated to the Saint Ambrogio, patron saint of the city of Milan**. The heart of the Milanese headquarter of Università Cattolica is located here, with most of the classrooms overlooking the two splendid cloisters designed by **Bramante**, which are accessible from Largo Gemelli, a square dedicated to the founder of the University. The historic campus in the city center hosts educational activities for more than 30,000 students; it is a setting which unites tradition and modernity, rigor and creativity, excellence and innovation.

Facts and figures

- 8 Faculties
- 19 departments
- 9 institutes
- 42 research centers
- 9 residential colleges

Department of Economic and Business Management Sciences

Head: Prof. Marco E. Oriani

The department is committed to innovative and relevant research in the diverse disciplinary fields that compose the complex landscape of finance, management and organization research. A holistic approach cutting across different disciplines is key to the department, as well as an attention to methodological rigor and an ethical inspiration. To date, the Department has more than 100 affiliates and around 30 PhD students in the different areas of Accounting and Control, Banking and Finance, Management and Strategy, Marketing, and Organization.

ensuring a complete, in-depth learning experience so that graduates will be capable of taking on key managerial roles in both the national and international labor markets.

The Department fits well within the Faculty of Economics, one of the nation's best. The comprehensive nature of the high-level programs and a balanced approach between teaching and research characterizes this Faculty, which is able to maintain excellence in teaching, as well as high standards in research. The faculty is committed to ensuring a complete, in-depth learning experience so that graduates will be capable of taking on key managerial roles in both the national and international labor markets. While most programs are held in Milan, the Rome Campus also offers Bachelor and Master's degree programs in Economics together with the Faculty of Medicine and Surgery in the area of Healthcare and Public Management.