IULM University
Faculty of Communication

Master's Degree Course in Marketing, consumi e comunicazione

Class of degree: LM - 59 Communication, Business and Advertising Sciences

Name of course in English: Marketing, Consumer Behaviour and Communication

ACADEMIC REGULATIONS FOR THE COURSE OF STUDY FOR THE COHORT ENROLLED IN THE ACADEMIC YEAR 2025/2026

Presentation

The Master's Degree Course in Marketing, Consumer Behaviour and Communication belongs to the LM-59 Class of degrees in Communication, Business and Advertising Sciences.

The degree programme offers a unique and innovative formula, which is divided into three different specialisations to allow a high degree of customisation according to students' interests and companies' needs: Brand Management, Retail Management and Digital Marketing Management

In addition to the course taught in Italian, there is another specific course in English, a replica of the first year of the course and with a selection of courses taught in Italian, which aims to foster the training of talented young people who can operate successfully in international contexts, thereby encouraging the fusion of different cultures.

Marketing today means being present in the minds and lives of consumers and customers with your brand; offering experiences and contact opportunities for your products in physical sales networks; generating lasting and ongoing relationships and conversations, also thanks to the Internet and digital channels, with your customers.

The Master's Degree Course in Marketing, Consumer Behaviour and Communication provides teaching and training in how to do this professionally and effectively.

The course will enable students to acquire the knowledge and application skills needed to work in the field of marketing and corporate communication. At the end of the course, they will be able to use 'classic' media and digital media in an integrated manner.

The highly operational approach and the regular participation of representatives from the corporate world and the business community will help students develop the conceptual foundations and operational skills needed to take on roles of responsibility within branded companies, in the retail world and in the new digital scenario.

After a uniform first year, students will be able to choose the subject they wish to specialise in and further customise their training by choosing 12 CFUs from a range of optional subjects offered as part of the degree programme, as well as from the Faculty's other Master's programmes.

The curricular internship, lasting a minimum of three months full-time or six months part-time, cannot be carried out before the second semester of the second year of the course.

By the second year, in addition to the curricular internship, an innovative '**Fieldwork**' project has been introduced, through which students, organised in teams and guided by university and company lecturers and tutors, will be required to develop a project capable of responding to the real needs (marketing, communication, research, etc.) of important partner companies of the University.
The Fieldwork not only offers a further training opportunity 'in the field', but also represents a direct encounter with the world of work and a way for companies to get to know the potential talent to select for their workforce. 6 CFUs are awarded for the Fieldwork.

The two-year Master's Degree Course assures the acquisition of 120 CFUs.

Specific learning objectives and description of learning paths

The Master's Degree Course in Marketing, Consumer Behaviour and Communication specifically aims to provide graduates with specialised knowledge in the management of marketing and communication tools relating to the branding, marketing and sale of goods and services in the current social, cultural and economic scenario, with particular focus on the digital world, artificial intelligence and new media.

The course focuses on the tools and methods of analysis that enable industrial, distribution and service companies to make the best use of marketing and communication levers and to position their products in physical and digital points of sale, on the web and in social environments. This knowledge, studied in depth with reference to national, EU and international dynamics related to commerce and communication, together with the relevant legal frameworks, will enable the acquisition of specific tools for highly professional marketing and communication management in three strategic areas: brand creation and management, brand positioning in sales networks, whether privately owned or independent third-party companies, and the web and digital media.
In more specific terms, for the classes in Italian, the programme is the same for all first year courses aimed at enabling students to acquire skills relating to:

- changes in socio-cultural scenarios, consumer trends and consumer habits;
- the methodological functions and statistical tools necessary for marketing data analysis, competitive analyses and business management in terms of its tangible and intangible assets;
- the logic, tools and channels of marketing, from a perspective both related to the brand and related to the channels through which it is enhanced, both from a digital and physical perspective (omnichannel).

In the following year of specialisation, the students, in addition to perfecting their business English, are introduced to vertical competences with respect to the specificities of the specialisation (with a focus on brand management, retail management and digital marketing issues) in both a strategic and managerial dimension, also including the regulatory issues characterising the specialisation.

For the class in English, the first year mirrors the structure and content of the first year in Italian, while the second year consists of a series of courses that have been selected to provide comprehensive and up-to-date training in the skills required for young marketing and communication professionals, presenting in a more concentrated manner, elements of in-deph analysis study in each of the three areas of focus that characterize the course provided in Italian.

The student's training will be completed through:

1. an internal professionally-oriented fieldwork project, during which work groups from each course of study, coordinated by the course supervisor, a classroom tutor and a company tutor, are asked to deal with briefs relating to real issues of interest to the companies that are partners in the training course.

2. an internship at a company in the relevant professional area and/or through research workshops, i.e. a coordinated activity carried out at a University department or research centre.

68% of the total time commitment is allocated to students for personal study or other individual training activities, except in the case of training activities with a highly experimental or practical content.

Expected learning outcomes as expressed using European descriptors for qualifications

Knowledge and understanding

In-depth knowledge and understanding of brand management and retail management, in both cases applied through physical and digital channel with a particular focus on dynamics concerning consumption and purchasing behaviour, developing specialized knowledge and skills of related to strategic and operational marketing. This is reflected in the significant number of CFUs assigned to the SECS-P/08 sector.

These aims are achieved both through the lessons that deal with the relevant issues and, in particular, the participation of corporate representatives who make it possible to convey to the students not only the disciplinary components already set out in the reference texts, but also the new trends and innovation emerging in the business world.

Applying knowledge and understanding

The ability to apply the knowledge acquired is encouraged by an extensive use of workshops, which complement the teaching activities in all the main courses taught (relating in particular to the sectors SECS-P/07, SECS-P/08 and SPS/08); there are also a number of courses with purely workshop-based characteristics, included in the final part of the course, in the sectors ICAR/17 and SPS/09.

The aim of the workshops is to encourage students to make critical judgments on the issues that characterise the course of study.

Making judgements

The workshops referred to in the previous point, which characterise the training programme, also aim to allow students to perceive the high complexity of the field in question and to accustom them to the need to make assessments under conditions of uncertainty, while also emphasising the ethical and social implications of marketing activities, and in those pertaining to commercial distribution. With reference to these implications, further lectures are held on legal issues concerning consumer protection and brand law (e.g. lectures in the IUS/04 sector).

Communication skills

The exercises that students are required to carry out as part of their courses and workshops involve the presentation of reports that serve as tools for developing the ability to communicate, efficiently and effectively, in a clear and concise manner, the results of their research and their evaluations, also to non-specialist interlocutors.

Learning skills

The development of learning abilities, both hard and soft skills, facilitated by student participation in the aforementioned workshops and exercises, is specifically realised in the professional workshop and in the writing of the thesis. Both, and in particular the latter, are in fact aimed at developing independent study and research skills.

Employment and professional opportunities

The Master's degree in Marketing, Consumer Behaviour and Communication prepares students for qualified employment in the marketing and sales divisions of commercial enterprises and in the marketing, trade marketing and sales divisions of industrial enterprises.

It also opens up more specialised employment opportunities in the area of brand communication and in the management of single-brand sales networks of companies operating in the fashion and design sectors, in the management of shopping centres and other sales organisations.

The course prepares graduates for the professions of:

✓ ***Marketing manager***

- *Job functions:* A marketing manager sets the marketing policy and coordinates the activities of all those involved in the sector.
- *Associated competences*: They are responsible for market analysis, advertising, various techniques to optimise product sales, and various pricing solutions. They manage the marketing business area and also collaborate and liaise with the product and brand manager in order to better manage teamwork, which is crucial in the communications sector. The marketing manager coordinates the team and the means with a view to a result, acquires customers, negotiates with suppliers, deals with the conclusion of contracts and finally takes care of the technological and product aspects concerning market trends. For this reason, in addition to marketing skills, they must have skills in people management and in the control of costs and investments in the various media (classic and digital) They must be able to evaluate the results achieved and assess the need for any corrective actions, starting with the performance evaluation KPIs specific to each media and objective.
- *Professional opportunities*: Public and private product and service companies. Public and private institutions. Communication companies.

✓ ***Account manager***

- *Job functions*: An account manager is a marketing professional who manages the relationship between the agency and the client company and coordinates the work of the specialist departments within the agency (creative, media, production). Their main responsibilities are: finding new clients and retaining existing ones; studying and collating the client's requirements and needs; formalising the client's requirements and objectives in a brief; passing on the brief's contents to the agency's specialist departments; monitoring and coordinating the work of these specialist departments (primarily the creative and media departments); maintaining constant contact with the client and keeping them up to date on the state of the work; managing the advertising budget.

- *Associated competences*: The knowledge required to work in this profession mainly relates to marketing, the world of advertising and its technical aspects. It is worth studying the sector in Italy in depth and having general notions of business economics (particularly useful with regard to budgets and the coordination of the various company departments). Among the transversal skills, it is indispensable to possess good interpersonal and leadership skills, excellent dialectic and negotiation skills, aptitude for team work, management and organisational skills.
- *Professional opportunities*: Public and private product and service companies. Communication companies.

✓ ***Brand manager***

- *Job functions:* A brand manager is responsible for the conception, design, presentation and promotion of a product line. They have a thorough knowledge of the interrelationships between the various products and are responsible for the implementation of the company's overall strategy. They generally coordinate a group of product managers.
- *Associated competences*: They must be able to sponsor the brand, make it a symbol of quality for all products belonging to it, making them more attractive than others. They must also create a bond with the brand, both with regard to the people within the company and, of course, with regard to the consumer. They must be highly familiar with the worlds of marketing, communication, sales and production and have skills with respect to the evolving forms of brand and product relations made possible by the continuous technological innovation generated by digital technology. For these reasons, they must have multicultural skills, knowledge and sensitivity, from sociology to statistics, from marketing to psychology.
- *Professional opportunities*: Public and private product and service companies. Public and private institutions. Communication companies

✓ ***Product manager***

- *Job functions*: A product manager is responsible for company organisation and all the planning and coordination activities necessary for the success of a product or product line. They define commercial objectives (sales, turnover, market share, profits) and the best strategies required to achieve them.
- *Associated competences*: They must know the needs of the consumer and the market and, on this basis, decide on the entry or eventual repositioning of a product or product line. They set sales targets and must be able to assess the advantages and criticalities of their choices in order to best define the potential of what will be marketed. They plan the cost of products, deal with advertising, media and sales promotion. Their role is effectively that of a product entrepreneur.
- *Professional opportunities*: Public and private product and service companies. Public institutions. Communication agencies

✓ ***Retail manager***

- *Job functions*: the Retail Manager is responsible for the strategic and operational management of a network of points of sale. Its main task is to optimize sales performance, ensuring a high-quality customer experience and efficient resource management. It is responsible for defining commercial strategies, managing sales staff and monitoring store performance. Coordinates marketing and promotion activities within retail and works to improve customer experience and customer loyalty. In addition, it deals with budget management and control of operating costs, ensuring the profitability of the business.
- *Associated competences*: They must have strong skills in business management, marketing, sales and data analysis. It is essential to understand the dynamics of consumer behavior and visual merchandising strategies. It must also have excellent leadership, problem-solving, and personnel management skills to coordinate sales teams and optimize store performance
- *Professional opportunities*: Companies in large-scale retail trade (GDO), retail chains, franchises, fashion and luxury companies, food & beverage, electronics and consumer goods.

✓ ***Trade marketing manager***

- *Job functions*: The Trade marketing manager is the professional who is responsible for developing and implementing marketing strategies aimed at distribution channels, with the aim of optimizing the presence and visibility of the product at the point of sale and maximizing sales. Work closely with marketing, sales, and retail teams to develop effective promotional plans and category management strategies.
- *Associated competences*: They must have a solid understanding of strategic marketing, category management, retail marketing, and consumer behavior. It is essential to be able to analyze sales data and commercial KPIs,

have negotiation and relationship management skills with distributors and retailers, and understand supply chain logic. Excellent organizational, problem-solving, and complex project management skills are required.

- *Professional opportunities*: Companies in large-scale retail trade (GDO), consumer electronics, fashion, cosmetics, pharmaceuticals, food & beverage, and automotive. The role is also present in companies operating in e-commerce and digital marketplaces.

✓ ***Digital marketing manager***

- *Job functions:* The Digital Marketing Manager is responsible for a company's digital marketing strategy. Its goal is to improve brand visibility, acquire new customers, and retain existing ones through digital channels. It is responsible for defining online communication strategies, managing advertising campaigns on Google Ads, social media, and other platforms, analyzing traffic and conversion data, optimizing SEO, and developing content marketing strategies. Additionally, it oversees email marketing, marketing automation, and user experience across corporate websites and apps.
- *Associated competences*: Knowledge of digital marketing, SEO, SEM, online advertising, social media marketing, data analytics, and marketing automation strategies. Analytics skills to monitor campaign performance and optimize them based on data. UX design and advertising budget management skills.
- *Professional opportunities*: Companies in any industry with a digital presence (B2 B and B2 C), digital marketing agencies, e-commerce, technology startups, consulting, media and communications companies.

✓ ***Category manager***

- *Job functions:* The category manager is a marketing expert in the distribution channel who is responsible for managing a family of products from the moment they leave the production site to the moment they leave the point-of-sale checkout. This professional studies consumers' purchasing behaviour towards products and provides the retailer with strategic support to maximise sales of products in their category.

  Their main responsibilities include: defining the price, point-of-sale display and promotional activities for a product category; monitoring the sales of individual products; checking stock levels so as to ensure the constant availability of products on the shelves; analysing the effectiveness of promotional activities and, if necessary, modifying them; working with market research agencies to define the way in which data is collected; possibly modifying the product assortment of the category; studying and summarising data on product sales trends in order to pass it on to the manufacturing company.
- *Associated competences*: Marketing, administrative and market data analysis skills.
- *Professional opportunities*: Public and private product and service companies and large retailers.

✓ ***Media planner***

- *Job functions*: A media planner is an advertising expert who studies and selects the most suitable media for conveying a specific advertising message. In the first phase, the media planner's main tasks are to collect and analyse data on the main communication channels (audience data for television, number of listeners for radio, circulation for newspapers, etc.). Subsequently, on the basis of the data collected, and given a budget defined by the media director, the media planner formulates various media plan alternatives, choice of channels and time distribution of the campaign. They have direct contact with publishers and concession holders for booking spaces and the corresponding schedules. During the time development of the advertising campaign, the media planner is responsible for: monitoring the actual publication of notices/advertisements in compliance with the schedule; contesting any inconsistencies with the signed agreements, as well as any distortions in the publication of advertisements; checking that the actual television ratings of the TV campaign flights were in line with those forecast, and carrying out a post hoc analysis.
- *Associated competences*: Marketing and communication skills are required to carry out this profession. It is essential to be able to assess the costs/benefits of individual media. Furthermore, skills in the field of statistical-mathematical sciences and accounting are indispensable, which are required for a correct evaluation of the numerical data collected prior to carrying out the analysis. Among the transversal skills the media planner must possess good communication and mediation skills, required because of the constant management of contact with the client and collaborators.
- *Professional opportunities*: Communication agencies Public and private product and service companies

✓ ***Market researcher***

- *Job functions*: A market researcher is a professional who analyses the characteristics, structure and evolutionary

dynamics of the market, in order to assess the potential of the product/service, customer satisfaction, price definition, demand segmentation, definition and control of positioning. The market researcher: plans qualitative and quantitative analyses for the knowledge of the market and its development dynamics; co-ordinates and supervises surveying and information gathering activities; analyses and interprets the data collected; prepares analysis reports for reporting the information to the client; proposes diagnoses, consultancy and further follow-up activities.

- *Associated competences*: To become a market researcher it is advantageous to have a degree in marketing or statistics. The market researcher deals with the customer (internal and external), whose requests they acquire and to whom they deliver the results. They liaise with market data analysts and data collectors, supervising their training and ensuring compliance with methodological standards during the survey phase.
- *Professional opportunities*: Public and private product and service companies Market analysis companies Communication agencies.

Curricular requirements for admission

For all information on admission requirements and criteria, admission test sessions and application deadlines, please consult the Admission Procedures published at this link.

Applicants who are not native speakers of Italian and/or non-Italian citizens are required to declare their level of proficiency in Italian when registering for the admission test and to obtain, by the end of their studies, the required qualification certifying "written and oral proficiency" also in Italian. In this regard, candidates who are not native speakers of Italian and/or non-Italian citizens should consult the "Procedures for assessing and acquiring levels of language proficiency in Italian" published on the University website.

For admission to the Master's Degree Course in Marketing in English, knowledge of the English language at a level of at least CEFR level B2 is essential, to be verified in one of the following ways:

- obtaining one of the following language certificates after 1 January 2022: IELTS with a score of at least 5.5; TOEFL iBT with a score of at least 87; Cambridge English with a score of at least 165
- obtaining (in Italy or abroad) a Bachelor's degree in a course held in English
- passing the Linguaskill test at IULM University with a score of at least 165 (only for candidates from IULM University courses)
- passing the Assessment Test (offered at no extra cost by IULM University) with a grade of at least level B2 in both the Listening and Use of English sections
- having already passed the Assessment Test at IULM University with a grade of at least B2 in both the Listening and Use of English sections in one of the admissions sessions of the academic year 2023/24 (and in any case not before 1 February 2023)

Recognition of previous studies for students who have withdrawn from university

Students enrolled in the Master's Degree Course in Marketing, Consumer Behaviour and Communication who have withdrawn from their university studies (at IULM or another University) may have their previous studies recognised on the basis of the following criteria:

1. correspondence in terms of CFUs of the course activities previously carried out by the student compared to what is required by the course programme;
2. correspondence of the course programmes of the examinations passed and verification of the non-obsolescence of credits previously acquired. Only those examinations passed within five calendar years prior to the date of the application for recognition may be recognised.

Organisation of the Degree Course

The Study Plan for the degree course in Marketing, Consumer Behaviour and Communication is divided into two years, during which students are required to acquire 120 CFUs (university credits), and includes core curricular activities and workshops, elective courses and the final exam.

The degree programme is divided into three curricula which provide for the awarding of university credits.

MARKETING, CONSUMI E COMUNICAZIONE
Study Plan

1st YEAR (same for all three courses)

COMPULSORY SUBJECTS	SCIENTIFIC-DISCIPLINARY SECTOR	TYPE OF COURSE	CFU/ECTS CREDITS
Marketing avanzato	**SECS-P/08**	*Caratterizzante*	**6**
Digital Marketing e omnicanalità	**SECS-P/08**	*Caratterizzante*	**9**
Consumatori e società *Pratiche di consumo* *Cambiamento sociale*	 **M-PSI/01** **SPS/08**	 *Affine* *Caratterizzante*	**9** *6* *3*
Data Analysis	**SECS-S/05**	*Caratterizzante*	**9**
Strategic management	**SECS-P/07**	*Caratterizzante*	**9**
Analisi competitiva	**SECS-P/06**	*Caratterizzante*	**9**
Ricerche di mercato e etnografia culturale	**M-DEA/01**	*Affine*	**6**

Elective courses		*Other training activities*	**6**

2nd YEAR
Curriculum: Brand Management

COMPULSORY SUBJECTS	SCIENTIFIC-DISCIPLINARY SECTOR	TYPE OF COURSE	CFU/ECTS CREDITS
Identità visiva della marca	**SPS/09**	*Caratterizzante*	**6**
Brand & Corporate Communication	**SPS/08**	*Caratterizzante*	**9**
Diritto della marca	**IUS/04**	*Caratterizzante*	**6**
Business English	**L-LIN/12**	*Affine*	**6**

Elective courses		*Other training activities*	**6**

Internship		*Other training activities*	**6**
Fieldwork		*Other training activities*	**6**

FINAL EXAM *Master's degree thesis*		*Other training activities*	**12**

2nd YEAR
Curriculum: Digital Marketing Management

COMPULSORY SUBJECTS	SCIENTIFIC-DISCIPLINARY SECTOR	TYPE OF COURSE	CFU/ECTS CREDITS
Strategie e tecniche di marketing digitale *Social media strategy* *Digital content marketing*	**SECS-P/08**	*Caratterizzante*	**6**
Communication strategy and media planning	**SPS/08**	*Caratterizzante*	**9**
Diritto per l'impresa e la comunicazione digitale	**IUS/04**	*Caratterizzante*	**6**
Business English	**L-LIN/12**	*Affine*	**6**
Elective courses		*Other training activities*	**6**
Internship		*Other training activities*	**6**
Fieldwork		*Other training activities*	**6**
FINAL EXAM *Master's degree thesis*		*Other training activities*	**12**

2nd YEAR
Curriculum: Retail Management

COMPULSORY SUBJECTS	SCIENTIFIC-DISCIPLINARY SECTOR	TYPE OF COURSE	CFU/ECTS CREDITS
Retail and channel management	**SECS-P/08**	*Caratterizzante*	**6**
In-store communication	**SPS/08**	*Caratterizzante*	**9**
Tutela del consumatore	**IUS/04**	*Caratterizzante*	**6**
Business English	**L-LIN/12**	*Affine*	**6**
Elective courses		*Other training activities*	**6**
Internship		*Other training activities*	**6**
Fieldwork		*Other training activities*	**6**
FINAL EXAM *Master's degree thesis*		*Other training activities*	**12**

MARKETING, CONSUMER BEHAVIOUR AND COMMUNICATION

1st YEAR

COMPULSORY SUBJECTS	SCIENTIFIC-DISCIPLINARY SECTOR	TYPE OF COURSE	CFU/ECTS CREDITS
Advanced Marketing	**SECS-P/08**	*Caratterizzante*	**6**
Digital and Retail Marketing *Digital Marketing* *Retail Marketing*	**SECS-P/08**	*Caratterizzante*	**9**
Consumer and Society *Consumption practices* *Social change*	**M-PSI/01** **SPS/08**	*Affine* *Caratterizzante*	**9** *6* *3*
Data Analysis	**SECS-S/05**	*Caratterizzante*	**9**
Strategic Management	**SECS-P/07**	*Caratterizzante*	**9**
Competitive Analysis	**SECS-P/06**	*Caratterizzante*	**9**
Market and Consumer Behaviour Studies	**M-DEA/01**	*Affine*	**6**

ELECTIVE COURSES		*Other training activities*	**6**

2nd YEAR

COMPULSORY SUBJECTS	SCIENTIFIC-DISCIPLINARY SECTOR	TYPE OF COURSE	CFU/ECTS CREDITS
Omnichannel Management	**SECS-P/08**	*Caratterizzante*	**6**
Consumer Engagement and Digital Market Relations	**SPS/08**	*Caratterizzante*	**9**
Data Protection and Trademark Law	**IUS/04**	*Caratterizzante*	**6**
Business Communication Skills	**L-LIN/12**	*Affine*	**6**

ELECTIVE COURSES		*Other training activities*	**6**

Internship		*Other training activities*	**6**
Fieldwork		*Other training activities*	**6**

FINAL PROJECT/THESIS		*Other training activities*	**12**

For the acquisition of the 12 CFUs of the elective courses, students can have priority in choosing from among the recommended options.
Students have the possibility to opt up to two courses activated in Master's degree programmes, other than their own, of the same or of other Faculties.

The approval of individual study plans is subject to examination by specific Committees delegated for this purpose by the Boards of the teaching bodies concerned, and which also act as advisory bodies on the matter. In the event that their proposal is not approved, students have the right to be heard by the Committee.

Teaching method

Lessons are delivered in the form of lectures, which may be supplemented by exercises, seminars and/or supplementary courses. Some of the courses will be divided into a more theoretical general module and a more operational part taught by external professionals.

Attendance

Although strongly recommended, attendance is not compulsory. The course has been designed assuming full attendance on the part of the students.

Methods of examination

Each course may consist of one or more courses/workshops (teaching modules). Learning outcomes may also be assessed during the course of the year and for parts of modules, in accordance with the procedures set out in each syllabus or communicated by the course/workshop coordinators at the beginning of the lessons, as established by the competent teaching bodies. The total number of credits for each course shall be deemed as definitively acquired in the student's records only once the final overall assessment has been registered.

Methods of assessment for first-year courses are regulated by article 18 of the University Academic Regulations, which state:

1. The Faculties shall regulate the examination methods in such a way as to ascertain the adequate preparation of the students enrolled in the courses of study, and with a view to providing a continuation of their school studies and to the acquisition of the credits corresponding to the courses followed. These assessments, always carried out on an individual basis, must take place under conditions which guarantee the thoroughness, objectivity and fairness of the assessment in relation to the teaching or training activity followed, and to what is explicitly required for the purposes of the test.

2. Results of the assessments may be expressed as a mark or grade (examinations) or as a simple judgement of approval or non-approval (ability tests).

3. Assessment tests and examinations may be oral and/or written, and may even be carried out using digital means, provided that this does not fully replace the tests. In the case of assessment based on written and oral tests, the result of the former cannot be preclusive of the latter. In the case of assessment based on written tests only, students have the right to request a further oral assessment. In any case, the tests, if oral, must be open to the public and students must be able to see the written test paper.

4. There are three examination sessions for each course year. It is therefore not permitted to take examinations outside these sessions or to register results of exams taken in previous periods.

5. It is not permitted to repeat an examination that has been passed and registered.

6. The final result of the examination will be expressed as a mark out of thirty, with the pass mark being at least 18/30. In addition to the maximum mark of 30/30 the Examining Board may unanimously award the mark *cum laude*.

7. If a student withdraws or has not achieved a pass mark, a note will be made in their examination record book and transcript and, without affecting the final average, this will be highlighted in the documents sent to the Degree Examination Board.

Procedures for registering examinations

The procedures for registering examinations can be found at this link

Organisation of teaching activities and examination sessions

The academic calendar, lecture timetable and examination dates are published on the university website on the degree course page.

Lessons are held over two semesters with the semesters in turn being divided into two cycles.

Academic year 2025/2026:

FIRST SEMESTER	**22 September to 19 December 2025**
1st cycle	22 September to 31 October 2025
2nd cycle	11 November to 19 December 2025
SECOND SEMESTER	**16 February to 23 May 2026**
1st cycle	al 16 February to 21 March 2026
2nd cycle	dal 30 March to 23 May 2026

Easter holidays: 3 to 7 April 2026.

Course organisation

24-hour courses (3 CFUs)	2/3 lessons per week of 2 academic hours, held on 2/3 days within one teaching cycle.
48-hour courses (6 CFUs)	2/3 lessons per week of 2 academic hours, held on 2/3 days within two teaching cycles in the same semester.
72-hour courses (9 CFUs)	3/4 lessons per week of 2 academic hours, held on 3/4 days within two teaching cycles in the same semester.
96-hour courses (12 CFUs)	4/5 lessons per week of 2 academic hours, held on 4/5 days within two teaching cycles in the same semester or 2/3 lessons per week of 2 academic hours, held on 2/3 days in both semesters.

For specific teaching needs, and when justifiably requested by the course teacher, the Dean may authorise alternative teaching methods to those provided for in the above formats.

There are 3 exam sessions, for a total of 8 exam dates for each course plus one exam session for students on international exchange programmes from 15 to 19 December 2025:

1st session	8 January to 14 February 2026 (3 exam dates)
2nd session	25 May to 2 July 2026 (3 exam dates)
3rd session	25 August to 19 September 2026 (2 exam dates)

There will be 3 Degree examination sessions, the periods of which will be set out in the academic calendar published for each academic year.

Degree Thesis

The Master's degree in Marketing, Consumer Behaviour and Communication requires the writing and presentation of an individual thesis, with the typical characteristics of a scientific publication.

The final exam consists in presenting the degree thesis before an Examination Board. The work must be on a topic related to one of the subjects in the study plan. The coordinator of the degree course will appoint a co-supervisor who will be present at the time of the presentation.

The work must demonstrate the student's ability to use the tools acquired in the analysis of a topic in line with the course of study, with the ability to place it within the relevant disciplinary corpus by applying an analytical method and critical spirit, and by carrying out a case study or empirical research that allows it to be contextualised.

Without prejudice to the obligations regarding originality, the updating of bibliographic materials, critical evaluation skills and methodological accuracy, the thesis may be based on methods of research carried out on current scientific literature, or it may be a more markedly original work capable of presenting a personal contribution to research on the subject.

The thesis, seen as an ideal completion of the training course, may if necessary be supplemented with images, films or other multimedia aids documenting, alongside scientific knowledge, the technical-professional and methodological skills acquired by the student.

In the writing of the thesis, the student is assisted by a supervisor who will help them in establishing the topic to be researched, in the layout and in bibliographical and documentary research. The supervisor is also responsible for approving the written paper in which the student summarises the results of the research carried out and acts - together with a co-supervisor appointed by the coordinator of the degree course - as thesis supervisor during the final examination.

The work, once approved by the supervisor, is assessed by an examination board in accordance with the University's Academic Regulations.

The Examination Boards for the Final Examination and for awarding the degree are appointed by the Faculty Dean. The Examination Boards are chaired by the Faculty Dean or, in their absence, by the highest ranking or most senior Professor.

The Examination Board shall give a brief qualitative evaluation of the Final Examination (unsatisfactory, satisfactory, quite good, good, very good, excellent), taking into account both the evaluation of the thesis as expressed by the supervisor and the co-supervisor, and the presentation of the thesis by the student.
This evaluation gives the right to the acquisition of the required CFU credits. In the event of a negative evaluation, the student is required to repeat the Final Examination.

The mark for the degree will be expressed as a mark out of 110 on the basis of academic records and the evaluation of the final exam. The evaluation expressed by the Examination Board takes into account the assessment of the student's fieldwork, expressed on the same scale (unsatisfactory, satisfactory, quite good, good, very good, excellent).

Approved by the Faculty Board at its meeting held on 10 March 2025