



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.

The first 12 months comprise the taught component and its successful completion leads to the award of the ATHE Level 7 Extended Diploma in Strategic Management – Managing People Pathway (which carries 120 UK Credits, equivalent to 60 ECTS). During the final two months of the programme, students may undertake an independent Capstone Thesis, applying the knowledge and competencies acquired throughout the programme to address a significant business or management challenge. Upon successful completion and defence of the Thesis, participants are awarded the Professional Master in Human Resources Management, demonstrating both advanced academic achievement and the ability to apply strategic management principles to real-world organizational contexts.

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	• Common European Framework of Reference (CEFR) B2 • IELTS 5.5 • Cambridge English Advanced (CAE) 162 or above • Pearson Test of English (PTE) Academic 42-49 If students are not able to provide one of these certificates, they will be able to apply for an internal English test to assess their level.
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. Progression & Awards

Following the successful completion of the taught component with a minimum overall grade of Pass (60%) and the fulfilment of all academic and administrative requirements:

ATHE Level 7 Extended Diploma in Strategic Management – Managing People Pathway

- Issued by: ATHE
- Level: RQF Level 7 – 120 UK Credits (Equivalent to 60 ECTS)
- Duration: 12 months, if on site – Flexible (max 24 months from enrolment), if online
- Total Qualification Time: 1,200 hours
- The qualification does not constitute an Italian “*Laurea Magistrale*” degree, nor an Italian “*Master Universitario*” degree.

Following the successful defence of the capstone thesis with a minimum overall grade of Pass (60%) and the fulfilment of all academic and administrative requirements:

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/RQF Level 7
- Duration: 14 months, if on site – Flexible (max 28 months from enrolment), if online
- Estimated Total Qualification Time: 1,300 hours
- The programme awards a professional education qualification which does not constitute an Italian “*Laurea Magistrale*” degree, nor an Italian “*Master Universitario*” degree.

4. Programme Aims

The programme 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	Month 1 – Mid-Month 2	Assignment-based
2. Finance for Strategic Managers	Mid-Month 2 – End of Month 3	Assignment-based
3. Research for Strategic Development	Month 4 – Mid-Month 5	Assignment-based
4. Organisational Behaviour	Mid-Month 5 – End of Month 6	Assignment-based
5. Personal Development for Strategic Leadership	Month 7 – Mid-Month 8	Assignment-based
6. Developing Organisational Vision and Strategic Direction	Mid-Month 8 – End of Month 9	Assignment-based
7. Strategic Human Resource Management	Month 10 – Mid-Month 11	Assignment-based
8. Managing Continuous Organisational Improvement	Mid-Month 11 – End of Month 12	Assignment-based
9. Professional Master's Thesis	Month 13 – End of Month 14	Thesis Defence

7. Hourly Breakdown

Module No.	Guided Learning Hours	Additional Learning Hours	Total Qualification Time
1 to 8	60 each (Total 480)	90 each (Total 720)	1200 (without Thesis)
9	0	100	1300 (with Thesis)

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 – Mid-Month 2	Beginning of Term 1: Induction Week; Module 1 lectures and supervision
Mid-Month 2	Module 1 Assessment
Mid-Month 2 – End of Month 3	Module 2 lectures and supervision
End of Month 3	Module 2 Assessment
Month 4 – Mid-Month 5	Module 3 lectures and supervision
Mid-Month 5	Module 3 Assessment
Mid-Month 5 – End of Month 6	Module 4 lectures and supervision
End of Month 6	Module 4 Assessment; Review of students' performance; End of Term 1
Month 7 – Mid-Month 8	Beginning of Term 2: Module 5 lectures and supervision
Mid-Month 8	Module 5 Assessment
Mid-Month 8 – End of Month 9	Module 6 lectures and supervision
End of Month 9	Module 6 Assessment
Month 10 – Mid-Month 11	Module 7 lectures and supervision
Mid-Month 11	Module 7 Assessment

Mid-Month 11 – End of Month 12	Module 8 lectures and supervision
End of Month 12	Module 8 Assessment; Review of students' performance; End of Term 2
Month 13 – End of Month 14	Writing of Final Thesis and supervision
End of Month 14	Final submission; Thesis Oral defence; Graduation

10. Delivery Schedule and Attendance for On-Site Students

The taught component of the programme is designed to be delivered through a structured schedule of around 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 programme 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.

12. 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

13. Faculty Profile Requirements

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

- A Master's degree (EQF/RQF Level 7 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.

14. Resit

Regarding Modules 1-8, 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 recognising the modules successfully completed, without entitlement to neither the Professional Master award nor the ATHE award;
2. Apply for an additional reassessment opportunity, subject to payment of the prescribed reassessment fee.

Regarding Module 8, upon successful completion of the taught component, 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 consisting solely of the ATHE Level 7 Extended Diploma in Strategic Management – Managing People Pathway, rather than the Professional Master in Human Resource 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.

Document Version 1.2 | Eterna School of Management Rome | Date: 29/07/2026

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