

FIRST-LEVEL MASTER'S DEGREE: Governance of technological & social changes for development and innovation

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The *First-level Master's Degree "Governance of Technological & Social Changes for Development and Innovation"* is established under the responsibility of DISPI – Department of Political and International Sciences of the University of Genoa, in collaboration with international partners such as IMT–Dubai. These collaborations provide students with access to advanced academic practices and expanded professional opportunities.

The aim of the Master is to train professionals capable of analyzing and guiding technological and social changes, designing innovative development strategies, and implementing transformation processes in a global competitive environment.

The curriculum integrates theoretical foundations with practice-oriented approaches and covers a broad spectrum of topics, including governance of projects and organizations, taxation and accounting in the European context, statistical modeling of risks and opportunities, supply chain design for startups, and the development of technical products in fast-evolving markets. Special attention is devoted to strategic vision, process-oriented innovation, intercultural team governance, and effective engagement with stakeholders.

AREA	ASSOCIATED COMPETENCES	SECTOR	ECTS		
From the Idea to the First Sale	<ol style="list-style-type: none"> 1. To be able to analyze numerical data in order to understand the potential of a market 2. To be able to apply quantitative methods for the evaluation of scenarios 3. To be able to interpret KPI and performance metrics in order to assess whether an idea is valid 4. To be able to build forecasting and financial models 5. Market surveys to create and govern the relationship with the customer 	Quantitative intuition (SECS-S/03) 13/STAT-02 Economic Statistics	5		
		Sales (SECS-P/01) ECON-01/A Political Economy	2		
Total "From the Idea to the First Sale"			7		
Interpersonal Skills	<ol style="list-style-type: none"> 1. To be able to conduct complex negotiations in multi-stakeholder contexts 2. To be able to govern conflicts and tensions during negotiation 3. To be able to structure convincing and goal-oriented arguments 4. To be able to adapt the communication style according to the counterpart 5. To be able to conduct a commercial negotiation effectively 6. To be able to communicate value quickly and clearly (e.g., elevator pitch) 7. To be able to build and maintain meaningful professional relationships 8. To be able to communicate with investors and gain their trust 9. To be able to master the most appropriate leadership style in each context 	Negotiations PSIC-03/B Occupational and Organizational Psychology	3		
		Persuasion PSIC-03/B Occupational and Organizational Psychology	3		
		Networking PSIC-03/B Occupational and Organizational Psychology	2		
		Leadership PSIC-03/B Occupational and Organizational Psychology	2		
		Total "Interpersonal Skills"			10
		Project Governance and Internal Communication	<ol style="list-style-type: none"> 1. To be able to communicate to collaborators and stakeholders one's project vision in such a way that they contribute effectively to its success 2. To be able to listen, delegate, and govern individual performance 3. To be able to select the first team members by evaluating entrepreneurial attitude and fit with the startup culture 	Hiring PSIC-03/B Occupational and Organizational Psychology	2
Behavioural sciences PSIC-03/B Occupational and Organizational Psychology	2				

	<ol style="list-style-type: none"> To be able to understand which competences are needed within a team, where to find candidates, and how to convince them To be able to apply behavioral principles to design user-centered products and services To know and govern the behaviors of an intercultural and interdisciplinary team 	<p>Governance</p> <p>PSIC-03/B</p> <p>Occupational and Organizational Psychology</p>	2
Total “Project Governance and Internal Communication”			6
Technological Investments	<ol style="list-style-type: none"> To be able to use investors’ evaluation logics To be able to govern economic resources in a startup To be able to apply economic models to best serve customers and foster company growth To know the mechanisms of marginality, CAC/LTV, and the analysis of a healthy process 	<p>Start up and VC finance</p> <p>(ING-IND/17)</p> <p>IIND-05/A</p>	2
		<p>Start up economics</p> <p>(ING-IND/17)</p> <p>IIND-05/A</p>	2
Total “Technological Investments”			4
How to Build and Develop a Product	<ol style="list-style-type: none"> Guidelines for process and product innovation (Process Reengineering) Best practices and success stories Market and product analysis Choice of the production cycle Definition of the services necessary for production Economic evaluation of investment profitability and optimal choice of production capacity 	<p>Product and Process Design and Administration</p> <p>(ING-IND/17)</p> <p>IIND-05/A</p>	2
Total “How to Build and Develop a Product”			2
How to Position Oneself for Success	<ol style="list-style-type: none"> To be able to apply effective go-to-market strategies for reaching customers To know the main acquisition channels and funnel optimization in low-budget contexts To be able to build a brand identity consistent with the value proposition and target To be able to leverage the drivers that generate trust and differentiation in competitive markets 	<p>Marketing</p> <p>(SECS-P/08)</p> <p>ECON-08/A</p>	2
		<p>Brand excellence</p> <p>(SECS-P/08)</p> <p>ECON-08/A</p>	2
Total “How to Position Oneself for Success”			4
Regulations for Startups	<ol style="list-style-type: none"> To be able to negotiate shareholders’ agreements with partners and terms with investors To be knowledgeable about contracts and laws necessary for development 	<p>Law</p> <p>(IUS/21)</p> <p>GIUR-11/B</p>	2
Total “Regulations for Startups”			2
European Taxes and Accounting Landscape Columbia’s module	<ol style="list-style-type: none"> Learn to navigate the European tax and accounting landscape 	<p>(SECS-P/03)</p> <p>ECON-03/A</p> <p>Prof. Luca Gandullia</p>	1
Hiring and Managing Engineers on Projects	<ol style="list-style-type: none"> Learn Management by projects: fundamental of Project Management Learn to communicate with and manage different types of people on projects Learn to identify the engineer with the right mindset and assign clear and motivating goals. Learn PRINCE2 Project Management framework 	<p>(ING-IND/17)</p> <p>IIND-05/A</p> <p>Prof. Roberto Revetria</p>	4
Statistical Modeling of Risks and Opportunities for Startups	<ol style="list-style-type: none"> Learn probability distributions of failures in code and products and how to manage it fast Learn the principles of organizational and production system design 	<p>(SECS-S/05)</p> <p>STAT-03/B</p> <p>Prof. Enrico di Bella</p>	4
Building Technical Products in a Fast Evolving World	<ol style="list-style-type: none"> Learn Quality Function Deployment Learn Product and Process Design Learn Process Modeling through Regression Analysis, Digital Twins and AI Learn Statistical Process Control SPC principles and tools Learn Experimental Design and Taguchi Method Diffusion processes and life-cycle of technological products 	<p>(ING-IND/17)</p> <p>IIND-05/A</p> <p>Prof. Roberto Revetria</p>	4
		<p>(SECS-S/03)</p> <p>13/STAT-02</p> <p>Statistica Economica</p> <p>Prof. Enrico di Bella</p>	
Supply Chain for Startups	<ol style="list-style-type: none"> Learn to design lean, scalable supply chains Learn to manage sourcing, production, and logistics 	<p>(ING-IND/17)</p> <p>IIND-05/A</p> <p>Prof. Roberto Revetria</p>	4

	<ul style="list-style-type: none"> 3. Learn the value of information, distribution strategies, strategic alliances and customer value 4. Learn how to manage smart pricing strategies, global logistics and supply contracts 5. Learn how to manage effectively disruptions and global threats 		
Final Project			8
Total Master			60