



Politecnico
di Torino



Call for applications
for the Executive Master's Programme in
**“Project Management for Business Performance &
Innovation”**
(3rd Edition)

Academic Year 2021/2022
(Annex “A”- Rector's Decree n. 864/2021 del 13/10/2021)



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ART. 1 (Programme overview)

The 3rd edition of the Executive Master's programme in Project Management for Business Performance & Innovation is offered for the academic year 2021/2022.

The administrative seat of this Executive Master's Programme is Politecnico di Torino - Office of Specializing Master's programmes and Lifelong Learning (Ufficio Master e Formazione Permanente). The Programme is managed by the Specializing Master's programmes and Lifelong Learning School (Scuola di Master e Formazione Permanente).

The programme coordinator is Alberto De Marco, Associate Professor at the Department of Management and Production Engineering of Politecnico di Torino (hereinafter referred as to "Programme Coordinator").

ART. 2 (Training objectives, learning contents and organization of the activities)

The 3rd Executive Master's programme in Project Management for Business Performance and Innovation aims to provide students with the necessary knowledge and skills to develop an interdisciplinary approach to Project, Programme and Portfolio Management to drive innovation and technological change processes in project-based organizations.

The expected educational outcomes include managing projects, enhancing individual and interpersonal skills, strengthening organizational competences of project portfolios. The Programme combines theoretical knowledge with practical competencies in business strategic leadership, projects portfolio governance and soft skills.

By the end of the programme, participants will improve their background knowledge and expand their skills in Project, Programme and Portfolio Management. Participants will be supported in an immersive experience and undertake a path to improve their organizational Project Management readiness and maturity and to participate in a team-oriented development process.

Participants of this multifaceted programme are expected to cover different corporate jobs and represent various industrial sectors in the socio-economic environment. They will bring their specific experience in running lean and rapid projects within organizations in the government, industry and research sectors.

The Executive Master requires strong engagement not only with academics and lecturers, but also with mentors, advisors, professionals and established game-changing entrepreneurs and managers.

Upon successful completion of all requirements, participants will obtain an international certificate as a Project Manager awarded by the International Project Management Association (IPMA) as a certification body (Level D Certified Project Management Associate or higher level).

The Executive Master is a part-time programme lasting one academic year for a total of 30 ECTS; it will start in February 2022 and end in December 2022.

The official language of the programme is English. The programme is residential and classes will be held in presence at Politecnico di Torino – Campus Lingotto.

Lectures include class attendance, project work, teamwork, webinars and distance-learning activities with academic teaching staff.



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The teaching programme includes 10 long weekends (from Thursday to Saturday) of class attendance over a period of 10 months plus 10 months of distance learning activities. A long capstone project teamwork will be developed throughout the programme. The 300hrs training programme is structured as follow:

- 210 hours of class attendance (lectures, case-based discussions, industry conferences, etc.);
- 10 hours of online webinars;
- 50 hours of individual online distance learning (readings, videos, etc.);
- 30 hours of instructor-assisted teamwork to develop a programme-long capstone project work.

The full list of the Executive Master's courses is available in the following table: Table n.1 - *Organization of the courses*.

Table n.1 – Organization of the courses

N.	Course	SSD	ECTS	DATES (from – to)
1	Project Management Basics	ING-IND/17	3	03/02/2022 – 5/02/2022
2	Standards and Methodologies	ING-IND/17	3	03/03/2022 – 5/03/2022
3	Organizing	ING-IND/17	3	31/03/2022 – 02/04/2022
4	Project Planning	ING-IND/17	3	28/04/2022 – 30/04/2022
5	Project Risk Management	ING-IND/17	3	26/05/2022 – 28/05/2022
6	Agile Project Management	ING-IND/17	3	30/06/2022 – 02/07/2022
7	Project Monitoring	ING-IND/17	3	08/09/2022 – 10/09/2022
8	Soft Skills for Project Management	ING-IND/35	3	06/10/2022 – 08/10/2022
9	Strategy and Project Portfolio	ING-IND/16	3	03/11/2022 – 05/11/2022
10	Project Management Practices	ING-IND/17	3	01/12/2022 – 03/12/2022

In case COVID-19 emergency should continue and it would not be possible to hold classes on site, all classes will be guaranteed online, through a virtual classroom platform (on synchronous basis with possibility to register classes to make these available on asynchronous basis).

Art. 3

(Safety measures for in-person teaching and curricular activities)

Politecnico di Torino enforces all the regulations and applies specific operational procedures in order to prevent infection with against COVID-19, which aim to protect public health and maintain adequate safety conditions in order to facilitate teaching and curricular activities in person (please refers to <http://www.coronavirus.polito.it>).



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According to the current regulations, all students are required to have and display the COVID-19 green certificate, the so-called "Green Pass" in order to take part to the teaching and curricular activities in person and to access the University premises.

In order to promote the widest possible protection of the health of the students and the people working at Politecnico di Torino's premises, in case it would not be possible to hold classes on site, the Specializing Master's School will guarantee all classes online, through a virtual classroom platform (on synchronous basis with possibility to register classes to make these available on asynchronous basis).

ART. 4 (Admission requirements)

The Executive Master is open to 20 participants.

The programme is intended for both Italian and foreign citizens who must:

- have earned a Bachelor's degree (or equivalent or higher academic qualification)
- prove to have at least a six-month of professional experience after graduation.

The Selection Committee can admit candidates who do not have a Bachelor's degree provided that they have proven professional experiences.

You must prove to have a good knowledge of the English language (equivalent to level B2 CEFR) which can be certified by a language certificate included in the list of the accepted certificates (*Table n. 2 – English Language certificates*).

Table n. 2 - English language certificates

EXAMINATION BOARD	CERTIFICATE	MINIMUM SCORE ACCEPTED
IELTS https://www.ielts.org/	IELTS (International English Language Testing System) – Academic or General training	5.0
Cambridge English Language Assessment http://www.cambridgeenglish.org/exams/	Cambridge English: PRELIMINARY (PET)	Pass with Merit
	BULATS	Reading & Listening: overall score 54 Writing & Speaking: at least one B2 in one of the tests
Cambridge Assessment English http://www.cambridgeenglish.org/exams-andtests/qualifications/general formerly known as: Cambridge English Language Assessment http://www.cambridgeenglish.org/exams	All certificates	Cambridge English Scale: score 154
	BULATS	Reading & Listening: overall score 54 Writing & Speaking: at least one B2 in one of the tests
ETS http://www.ets.org/toefl	TOEFL - ibt	62
	TOEFL - cbt	210



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	TOEFL - pbt	547
	TOEIC	Listening: 360; Reading: 350; Speaking: 150; Writing: 140
Pearson http://pearsonpte.com/	Pearson Test of English Academic	51
LCCI – EDI / Pearson http://qualifications.pearson.com/en/qualifications/lcci.html	JETSET	JETSET Level 4 Reading, Writing, Listening e Speaking: pass with overall score ("total") "Distinction"
Trinity College London http://www.trinitycollege.com/	Trinity ISE I	Reading, Writing, Listening, Speaking: pass with overall result "Distinction" in all the tests

In alternative to one of the above-listed certificates, you can provide, within the deadline for applications, a stamped declaration/certificate written on official letter headed paper, which certifies that:

- a. You have attended at least one school year at a high school in which the medium of instruction is English. The school must issue a certificate stating that: "The medium of instruction is English";
- b. You have a foreign high school diploma which is recognized by the Italian Ministry of Education and Research as equivalent to the Italian high school diploma (*diploma di maturità*), or you have a higher qualification awarded by a Higher Education Institution (HEI) in which the medium of instruction is English. In both cases, the school or the HEI must issue a certificate stating that: "The medium of instruction is English".

With regard to points "a" and "b", please note that diplomas or higher qualifications awarded by high schools or HEI in the USA, UK, Canada, Ireland, Australia and New Zealand do not need to include the phrase "The medium of instruction is English".

In alternative, you can request an interview, also remotely, with the Selection Committee that will assess your knowledge of the English language.

Your Application will be assessed by the Selection Committee in accordance with art. 5.

Art. 5

(Application deadline and selection process)

Admission and deadline

The Executive Master's programme is open to a maximum of 20 participants.

You can apply for admission for this Executive Master's programme ONLY through the Application Form available at: https://didattica.polito.it/master/project_management/2022/how_to_apply

DO NOT apply by e-mail, fax or mail because these applications will not be considered.

Applications are due by:

- **December 3rd 2021 at 2 p.m. – Italian time**



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Step 1 Evaluation of applicants' qualifications:

ALL the following documents must be attached to your application on Politecnico di Torino website (Please note: only documents in English or in Italian will be accepted):

1. **Valid identification document** (passport for extra-EU applicants);
2. **Curriculum vitae** (CV must include the authorization to the processing of personal data – in compliance with the General Data Protection Regulation (EU Regulation 2016/679) and the Personal Data Protection Code, Legislative Decree 30 June 2003 no. 196 and subsequent amendments;
3. **Bachelor's degree** (or equivalent, or higher academic qualification):
 - for applicants with degree(s) obtained from a **non-Italian University** or a private Italian University: **official transcript(s)**, issued by the University of origin, produced on headed paper, containing the full list of all the exams passed and the grades obtained. The transcript(s) must also include the date of the degree conferral. Upon enrolment, the admitted candidates must submit the original copy of the "Dichiarazione di Valore"/"Statement of validity" (related to the Bachelor's degree) issued by the Italian Diplomatic Mission in the country where the qualification was awarded. If the Master's degree was awarded by a European university, admitted candidates can turn in the "Diploma Supplement" instead of the "Dichiarazione di Valore".

Or

- for applicants with degree(s) obtained from an **Italian Public University: self-certification** ("dichiarazione sostitutiva di certificazione" - Art. 46 DPR 28 December 2000, n. 445) in which applicants declare to have obtained the Bachelor's degree. The self-declaration must include: the name of degree, the name of the University, the date of degree conferral and the graduation final grade, the full list of all the exams passed and the grades obtained (all this information are required for all the degrees).

In compliance with art. 75 of D.P.R. 445/2000, should the self-certification be found to be false or incorrect, the applicant loses any benefit which he/she might have acquired on the basis of the untruthful declaration.

4. **Application form and questionnaire** (available on the webpage of the Executive Master's programme <https://didattica.polito.it/master/home/en/request>);

If you fail to attach even one of the above mandatory documents, you will be excluded from the selection process.

Optional documents that can be attached to the application:

- Motivation letter: max 1 page;
- Reference letter;
- English language certificate: candidates who do not submit a certificate will be interviewed to ascertain their knowledge of the English language.
- Residence Permit (only for non-EU citizens)



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After the application deadline, the Selection Committee will assess all the applications and the attached documents.

The Selection Committee can assign a maximum of 60 points, according to the following criteria:

CRITERIA	INDICATORS	SCORES
1. Academic background (max. 30 pt.)	Bachelor's degree	20
	Master's degree	5
	Other postgraduate or professional training activities (i.e. 2 nd Level Specializing Master's diploma, PhD, or lifelong learning courses)	max 5
2. Evaluation of Curriculum Vitae (max. 20 pt.)	Professional experience	1 pt. per year
	Specific professional experience in one of the Project Management roles	2 pt. per year
3. English Language Level (max. 10 pt.)	Successful Interview or English language certificate attesting the minimum level of English required	5
	English language certificate attesting a level higher than B2	10

Step 2. Motivational interview:

The Selection Committee will interview the applicants who meet the admission requirements, to assess the applicants' motivation and any previous experience that may be relevant to the contents of the Executive Master.

Interviews will take place soon after the deadline for application submission.

Applicants who do not attend the interview are automatically excluded from the selection process.

During the oral interview, the Selection Committee also assesses the level of English competency of the applicants who did not provide any proof of knowledge of the English language according to ART. 4.

The Selection Committee can assign a maximum of 40 points to each applicant for the oral interview.

The overall score is the sum of the score obtained in the first and second step of the selection process.

You will not be admitted to the programme by the Selection Committee if:

- you do not meet all the requirements (in accordance with art. 3);
- you do not score at least 60 points according to the score-table above;
- you do not upload all the required documents.

The person responsible for the Politecnico di Torino's administrative procedure is Mr. Alberto Pusceddu (Head of the Specializing Masters Programmes and Lifelong Learning Office at Politecnico di Torino).



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Art. 6 (Selection outcomes)

At the end of the selection process, a merit-ranking list will be published on the online University Bulletin and on the Selection Outcomes page of the Executive Master website:
https://didattica.polito.it/master/project_management/2022/selection_outcomes

The ranking list will contain:

- the list of applicants admitted to the Executive Master;
- applicants on the reserve list.

Provided that you have attached all the required documents and fulfilled all the requirements, you will see your position in the rankings and your final score on the Selection Outcomes page, when the official lists will be published.

ART. 7 (Participation confirmation, enrolment, and documents submission)

Participation confirmation

In case you are on the list of applicants admitted to the Executive Master, in order to confirm your participation, you must comply within the deadline defined by Politecnico for participants to accept the offer and:

- download the Acceptance Declaration, fill it in and send it by e-mail to formazione.permanente@polito.it;
- pay a 2.000,00 Euro advance fee (see ART. 10). This payment is needed to confirm the acceptance of the offer for the Executive Master.

You will receive the advance fee payment request in the same day of the publication of the selection outcomes. You will be given a week to proceed with payment.

Failure to send the declaration and payment within the aforementioned terms is considered as final renunciation to the programme.

In case you are on the reserve list, it means that you are eligible for replacement and will have the possibility to enrol in the programme if one or more participants renounce their offer of admissions. In this case, the Office of Specializing Master's Programmes will contact you according to your order on the ranking list. Admitted students are given a deadline to confirm their participation.

If you decide to decline your offer of admission, you are invited to inform the Office of Specializing Master's Programmes (formazione.permanente@polito.it) with an official notification.

Enrolment

If you are admitted, you must enrol at Politecnico before the programme starts. You will receive an e-mail with useful information for your enrolment.

Documents submission



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After completing the enrolment process, admitted students must present the original documents uploaded to their Application Form to the Office of Specializing Master's programmes before the programme starts.

If your degree was awarded by a non-Italian University, upon enrolment you must submit the original copy of the Dichiarazione di Valore/Statement of validity (related to your degree) issued by the Italian Diplomatic Mission in the country where the qualification was awarded or Attestato di Comparabilità /Statement of Comparability issued by the CIMEA Centre.

If your degree was awarded by a European university, you can submit your Diploma Supplement instead of the Dichiarazione di Valore/Statement of validity.

If you do not submit your Statement of validity, you can enrol in the programme with condition, but you must present this document within 6 months of the beginning of the programme. If you do not provide the above-mentioned mandatory document by the deadline, you are placed on hold and cannot progress in your studies until you actually present this document.

If you are a non-EU national, you are required to comply with the norms on entry visa and residence permit. You have to submit¹:

- Student Visa – type D for participants who are non-EU citizens residing abroad;
- Valid residence permit for non-EU citizens residing in Italy.

Politecnico di Torino reserves itself the right to check the truthfulness of the declarations included in self-certificate sent by the applicants (pursuant to Article 46 of DPR. no. 445 of 28 December 2000) and Politecnico excludes them from the ranking list in the event of false declarations.

Art. 8 (Additional positions for Politecnico di Torino employees)

Politecnico di Torino reserves itself the right to assign additional positions in the programme to its employees up to a maximum of 2 participants. These candidates need to meet all the admission requirements (in accordance with art. 4) and must go through a specific selection procedure.

ART. 9 (Student assessment and final qualification)

Student obligations

The Executive Master's Programme requires a part- time commitment. Attendance to the activities is mandatory for at least 75% of the Programme.

Absences are allowed up to a maximum of 25% of total classroom hours. Absences for more than 25% of total classroom hours will lead to exclusion from the Executive Master's Programme.

Withdrawal from the Programme must be put in writing.

¹ Please refer to the MIUR/MAE note: "Procedures for entry, stay and enrolment of students applying for visas in higher education programmes in Italy for the 2021/22 academic year"



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In order to complete successfully the Programme, participants' behaviour need to stick to academic integrity, honesty, responsiveness and active commitment policies.

Detailed policies, as well as the rules for the certification Programme and other useful information, will be provided on the opening day.

Evaluation method

At the end of each module, you will be requested to complete a self-assessment online quiz.

At the end of the Programme, participants will be assessed based on their final presentation of the Capstone Project.

Upon successful completion of the final IPMA certification test, participants will earn a Level D (Certified Project Management Associate). A higher IPMA certification level (C, B or A) may be released if the participant can prove experience as a Project Manager according to IPMA regulations. An extra fee will be charged in this case.

Qualification

After completing the Programme, participants who have regularly attended the activities and reached the total amount of 30 ECTS required for completing successfully the Programme, will be awarded the Executive Master's in "Project Management for Business Performance & Innovation" by Politecnico di Torino. The certificate will be issued in English.

Art. 10 (Participation and enrolment fee)

Participation and enrolment fee

The participation fee is 9.000,00 Euro (nine thousand/00) + 21,00 Euro (twenty-one/00) as enrolment fee (Premium for accident insurance 5,00 € + Enrolment revenue stamp 16,00 €).

The total amount must be paid to Politecnico di Torino according to the following instalments:

- 2.000,00 Euro (two thousand/00) advance fee by the date defined by Politecnico as deadline for accepting the offer of admission to the Executive Master. You will receive the advance fee payment request in the same day of the publication of the selection outcomes. You will be given a week to proceed with payment. This payment is mandatory to confirm your participation in the Executive Master; failure to send payment within the aforementioned terms is considered as final renunciation to the programme;
- 3.500,00 Euro upon enrolment + 21,00 Euro (twentyone/00) at the time of enrolment;
- 3.500,00 Euro within six months from the enrolment.

The participation fee and the enrolment fee can be paid through the Apply@polito platform.

Your advance fee (2.000 Euro) can be reimbursed only in the following cases:

- if the Italian Embassy does not issue your Visa (for extra-EU citizens only);
- if the programme does not start, which happens only if the minimum number of participants is not reached.



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Enrolling in the programme you accept any obligation and charge related to the payment of the entire participation and enrolment fee.

If you withdraw from the programme or are excluded from it, you will not be reimbursed your participation fee and enrolment fee under any circumstances.

Admitted students still have to pay € 21,00² detailed as follow:

1. Premium for accident insurance: € 5,00
2. Enrolment revenue stamp: € 16,00.

The issue of the final certificate of the Executive Master's Programme in "Project Management for Business Performance & Innovation" requires the payment of a revenue stamp.

Participation sponsored by Third Parties

If your participation in the programme is sponsored by Third Parties (payment of one or more instalments), it will be processed as follows:

- the sponsor must complete and submit the form available at https://didattica.polito.it/master/home/it/finanziamento_quote_per_il_dipendente
- After the end of the admission process, the sponsor will receive a message with:
 - the list of admitted sponsored candidates;
 - payment methods.

The Executive Master's Programme in Project Management for Business Performance & Innovation is included in the course catalogue of Politecnico. Therefore, participation and enrolment fees are VAT exempt (Article 4 of DPR 633/72). Upon payment, Politecnico di Torino will issue a payment receipt.

In case of participations sponsored by Third Parties, Politecnico di Torino may provide exceptions from the provisions related to the number of instalments and to the deadlines scheduled for the payment of the participation and enrolment fee.

If you are enrolled in the Executive Master's Programme in Project Management Business Performance & Innovation, including if you are sponsored by Third Parts, you are subject to the rules and provisions of the Tuition Fee Guide concerning failure to pay or late payment and hold on academic progress.

ART. 11 (Partial participation fee-waivers)

Politecnico di Torino offers to the programme's participants the opportunity to benefit of **8 partial participation fee-waivers of the amount of 2.000 Euro**.

² The insurance premium may change due to new rules adopted by Edisu and to the stipulation of an insurance contract



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In order to be eligible for the fee-waivers, applicants must be admitted to the Executive Master's programme a.y. 2021/2022.

Applying for admission to the Executive Master's programme in Project Management for Business Performance & Innovation a.y. 2021/2022 you will also apply for the partial participation fee-waivers.

Four partial participation fee-waivers will be primarily reserved to the top 4 candidates on the ranking list younger than 30 years old by the deadline for applications³.

The Selection Committee will award the 4 remaining partial participation fee-waivers on a merit base according to the ranking list.

The applicants who benefit of a partial participation fee-waiver will have to pay according to the following instalments:

- 2.000,00 Euro (two thousand/00) advance fee by the date defined by Politecnico as deadline for accepting the offer of admission to the Executive Master. You will receive the advance fee payment request in the same day of the publication of the selection outcomes. You will be given a week to proceed with payment. This payment is mandatory to confirm your participation in the Executive Master; failure to send payment within the aforementioned terms is considered as final renunciation to the programme;
- 1.500,00 Euro upon enrolment + 21,00 Euro (twentyone/00) at the time of enrolment;
- 3.500,00 Euro within six months from the enrolment.

Partial participation fee-waiver recipients are required to attend at least 75% of the programme (including lectures and training activities) in order to meet the criteria for maintaining the exemption. Absences for more than this limit lead you to exclusion from the Executive Master's programme.

At the end of the selection process, the list of the partial participation fee-waiver recipients will be published on the Politecnico website on the "Selection outcomes" page.

Partial participation fee-waiver recipients will have to confirm their acceptance through a declaration form. This form will be published on the website. It must be filled in and sent by email (formazione.permanente@polito.it) within the deadline that will be communicated (generally within 7 days).

In case one or more candidates will not confirm the acceptance within the given deadline, the participation fee-waiver will be re-assigned to candidates on the reserve list according to the awarding criteria and to their position in the list. The candidates placed on the reserve list will be contacted only if a fee-waiver winner will not confirm. In this case, a new deadline will be assigned.

Art. 12 (Competent office)

The competent office is the Office of Specializing Master's Programmes and Lifelong Learning of Politecnico di Torino.

³ In case the number of admitted candidates under the age of 30 years is lower than four, the Selection Committee will award the remaining partial participation fee waiver on a merit base according to the ranking list



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For any inquiries or additional information, please contact:

Office of Specializing Master's Programmes and Lifelong Learning

Corso Duca degli Abruzzi, 24 - 10129 Torino (ITALY)

Tel. +390110907921 – e-mail: formazione.permanente@polito.it.

Art. 13 (Processing of personal data)

In accordance with the General Data Protection Regulation (EU Regulation 2016/679) and the "Code regarding the protection of personal data" (Legislative Decree No. 196 of 30th June 2003 and further amendments) personal data are processed by Politecnico di Torino exclusively for the admission and enrolment processes in pursuit of the university aims and in accordance with the transparency purposes imposed by the law. The processing of personal data is based on the principles of correctness, lawfulness and relevance of purposes. More information on the processing of personal data is available at: <https://didattica.polito.it/privacy/>.

The Data Controller is Politecnico di Torino, represented by the Rector, with statutory seat in Corso Duca degli Abruzzi, 24-10129 Torino.

You can contact the Data Controller at politecnicoditorino@pec.polito.it (certified e-mail).

For further information and inquiries write to privacy@polito.it.

You can contact the Data Protection Officer (DPO) of Politecnico di Torino for inquiries on the processing of your personal data and your rights at: dpo@polito.it; dpo@pec.polito.it (certified email).

Art. 14 (Access to documents)

Access to all documents is allowed in the forms provided by current legislation.

Art. 15 (Final provisions)

1. The programme will start only if the minimum number of participants is reached.
2. Communication with applicants takes place primarily through the "Apply@Polito" platform. Specific communications might be sent via email or SMS using the contact details provided by applicants during registration on the platform.
3. Politecnico does not take any responsibility in case of unavailability of recipients and for loss of communications due to inexact indication of an applicant's email address or telephone number or due to delay or failure to notify changes to the contacts provided during registration.



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4. The Call for applications is published on the online University Bulletin available at https://www.swas.polito.it/dotnet/albo_online. The same can be found on the Executive Master website: https://didattica.polito.it/master/project_management/2022/at_a_glance
5. Access to all documents is allowed in the forms provided by current legislation.