



Rector's Decree No. 583/2019

## CALL FOR APPLICATIONS

### SECOND-LEVEL UNIVERSITY MASTER PROGRAM

in

“Management and Innovation Design - MIND”

2020/21 – 2021/22 ACADEMIC YEAR

#### Article 1 – Master Program

In accordance with Article 3 of the Statute of Sant'Anna School of Advanced Studies, the Institute of Management of Scuola Superiore Sant'Anna (SSSA) is offering a new second-level University Master Program in *Management and Innovation Design (Master MIND)*.

The lectures for the Master Program will be held mainly in Florence (Italy), on Fridays and Saturdays. The Master will begin on September 14, 2020 and end on March 19, 2022. Other activities (such as seminars and timing for distance learning coursework) will be specified before the beginning of classes.

The official language of the Master Program is English.

Annex A is an integral part of this call for applications, providing a summary of information regarding the Master Program and in particular:

- enrolment deadline;
- number of places available;
- learning objectives;
- teaching and internal structure;
- number of ECTS required to obtain the Master diploma;
- selection criteria and procedures;
- grants;
- fees and terms of payment;
- contacts.

#### Article 2 – ECTS

Obtaining a Master's Degree gives entitlement to European Credit Transfer and Accumulation System (ECTS), in accordance with the details indicated in Annex A.

In order to obtain ECTS, participants are required to attend lectures and pass examinations in accordance with the Master MIND Program's procedural guidelines.

#### Article 3 – Learning objectives

Master MIND offers participants an analysis of major technological and social trends. Participants will analyze together with instructors how such trends can impact companies' competitive advantage and how they can create new business opportunities. Additionally, Master MIND will apply management tools to deal with processes of disruptive innovation.



The goal is to enrich managers and professionals taking part in classes and help them become actors of change within their organizations. The academic program of Master MIND (as specified in Annex A) is structured in five main areas covering *management, design thinking & entrepreneurship, HR management, analysis of technological drivers, and landscaping*.

#### **Article 4 – Profile of candidates and professional opportunities**

The Program is intended as a gateway to enhance an international career. Master MIND is intended for students who have already accumulated some work experience within private companies, foundations or public institutions. Participants should bring to class the background of their professional experience, and should engage with other participants, instructors and guest speakers in conversations that will provide them with new ideas and opportunities to reconsider common business practices. Upon graduation, Master MIND graduates will be better equipped to find new avenues for developing their careers within their own organizations and to consider external opportunities in areas such as consulting, manufacturing, the advanced tertiary sector, public institutions, startups, financial institutions, and venture-capital funds.

Master MIND partner companies and AMMISA (Allievi Master MAINS & MIND) alumni will be deeply involved in counseling and advising Master MIND participants. They will become a resource to develop their career.

#### **Article 5 – Master Program**

The syllabus for the Master Program includes:

- a classroom training phase, primarily in Florence (Italy) on Fridays (all day) and Saturday (mornings), from September 14, 2020 to March 19, 2022, approximately every other week.

The classroom training phase will be divided into the following five areas:

1. Management (90hr);
2. Design Thinking & Entrepreneurship (126hr);
3. Human Factor (80hr);
4. Analysis of Technological Drivers (110hr);
5. Landscaping (88hr).

- full-week lecture and training program at Stanford University in Palo Alto (California, USA) to be scheduled in the period between February 2021 to May 2021;

- an internship to be conducted in parallel with classroom activities (from March 2021 to February 2022). See Article 7 for further details.

(Details of the structure of the three phases are provided in Annex A).

The official language of Master MIND is English. For activities held in other languages, translation services will be provided if necessary.

Teaching activities will include both face-to-face lectures as well as online distance learning.

The rights and obligations of the Master Programme students and the relations between the students and the School's facilities are ruled by the Master Programme procedural guidelines for students and by the U.O. Alta Formazione procedural guidelines for students.



## Article 6 – Technical Requirements (Hardware and Software)

The videos offered via the Professional Course Interface are delivered via adaptive streaming technology. This technology allows your video playback to dynamically change based on the speed of your Internet connection. Technical problems can be avoided by ensuring that you are using the most up-to-date version of a supported browser or device.

Please note the following system requirements:

### PC

- Operating System: Windows 7+
- Supported Browsers: most recent versions of Google Chrome, Firefox, Internet Explorer
- Internet Connection: requires a reliable high-speed connection

Note: Internet Explorer requires the [Adobe Flash plugin](#) in order to stream the videos.

### Mac

- Operating System: Mac OS X version 10.7+
- Supported Browsers: most recent versions of Google Chrome, Firefox, Safari
- Internet Connection: requires a reliable high-speed connection

### Mobile Devices

- Supported Browsers: most recent versions of Google Chrome, Firefox, Safari, IE desktop
- Internet Connection: requires a reliable data signal or high-speed Wi-Fi connection

### Linux

- Supported Browsers: HTML5 supported web browser
- Internet Connection: requires a reliable high-speed connection

Stanford Moodle courses can be accessed on mobile; no app is required.

A technical helpdesk is available Monday to Friday 8am to 5pm (Pacific Time). To get in touch with the helpdesk for any problem related to the access to the e-learning platform and the visualization of its resources, please send your inquiries to [scpdsupport@stanford.edu](mailto:scpdsupport@stanford.edu). If an issue cannot be solved via email/phone, the Stanford Center for Professional Development will setup a virtual meeting through [Zoom](#).

## Article 7 – Internship & Project Work

Participants will conduct an internship in parallel with in-class activities (during the period between March 2021 and February 2022). This internship is compulsory, the goal being to test and apply knowledge developed in class. Participants will choose in consultation with Master MIND staff where to conduct their internship. Alternative choices are: Master MIND partner companies and institutions, the company or institution where the participant is currently employed, and other companies and institutions. Individual internships' learning objectives and focus need to be approved by both an academic and a company advisor. At the conclusion of the internship, each participant will have to submit a Project that will be publicly discussed and assessed by an evaluation committee.



The discussion of the Project needs to take place between March 2022 and July 2022.

The Project will be archived in digital format, for subsequent publication, in the SSSA online theses archive.

### **Article 8 - Admission requirements**

Applications for admission may be submitted by individuals who have gained, by the Master MIND application deadline, an Italian Master's Degree (Laurea Magistrale or Laurea universitaria vecchio ordinamento – see Ministerial Decree (D.M. No. 270/2004), or an equivalent academic qualification for a degree program at least 4-years long, obtained by a foreign university.

Applicants must demonstrate a good knowledge of the English language. Candidates need to prove a minimum of three years' working experience in order to apply for admission.

During the selection process the SSSA Administration may exclude a candidate if it is felt that the requirements have not been met. In this case a full explanation will be given.

### **Article 9 - Admission application**

In order to apply for the Master MIND, please visit the following website: [www.santannapisa.it/mastermind](http://www.santannapisa.it/mastermind)

The deadline for applications is April 27, 2020.

Candidates are required to provide the following documents:

- self-certification of past academic record;
- a curriculum vitae;
- a copy of their passport (only pages related to personal information) or identity card (EU applicants only);
- a letter of motivation (max. 10,000 characters, spaces included). Within the letter, the applicant is asked to specify his/her career development to date, expectations regarding his/her participation in the Master MIND, and future professional goals;
- a self-declaration of English language proficiency;
- other documents to be considered by the Selection Committee.
- Support letter by Partner entity (for Corporate candidates ONLY, see Article 10)

Falsification of documents and fraudulent statements will be punished in accordance with the Italian Criminal Code and the special applicable laws, Art. 75 and Art. 76 of Presidential Decree (D.P.R.) No. 445/2000.

The Institution may monitor the truthfulness of the statements provided and the documents submitted at any time during the procedure, even after the Master Program has started, and may request the original documents. In the case of false statements, the Institution may decide, at any time, to exclude the candidates from the selection procedure or from the Master Program, based on a decision issued by the Rector, without prejudice to the resulting criminal liability.

### **Article 10 - Selection of candidates**

Master MIND will admit a minimum of 22 and a maximum of 35 participants.

The Institution may reserve up to 20 places in favor of "Corporate Candidates". These individuals need to be indicated before the deadline for applications by partner entities (such as: companies, public and/or public entities, national or international bodies, foundations/charities, business/professional associations), after special agreements have been signed with the Institution.

Corporate candidates will apply following the same procedure as other candidates as specified in Article 9.



They will have to submit all documents specified in Article 9 including a document issued by the partner entity that certifies their designation as Corporate candidate.

For such candidates, the Selection Committee will verify only the admission requirements specified in Article 8.

If the maximum number of places reserved for corporate candidates is not reached, any remaining slots will be assigned to autonomous candidates according to their ranking.

Candidates will be admitted according to the ranking order up to completion of the classroom, with a maximum of 35 participants.

The Master MIND Director may decide not to initiate the program if the minimum number of participants is not reached.

A Selection Committee will be appointed by Rector's Decree and will select candidates on the basis of their submitted documents and following an interview (in person or online).

The Selection Committee reserves the right to request candidates to supplement the documents provided regarding their educational or professional background.

The Selection Committee will select candidates and produce a ranking of applicants based on the score distribution specified in Annex A.

The Selection Committee will conduct interviews to assess individual skills, the educational and professional background of candidates as well as their English level and motivations.

The interview dates will be communicated to candidates only through the Master MIND website.

The candidate is personally responsible for verifying the date and time of his/her invitation to interview.

Failing to attend the interview will lead to automatic exclusion of the candidate from the ranking.

The selection procedures and interviews will be held at SSSA in Via Cardinale Maffi, No. 27, Pisa or in another location specified on the Master MIND website during the week of May 4 – May 8, 2020. They may also take place online using Skype, WebEx or other audio-video communication tools.

Candidates who obtain an overall assessment equal to or greater than 60 points out of 100 are eligible to be admitted to the ranking that will determine admission to Master MIND. The Ranking will be made public no later than May 13, 2020.

At the end of the selection process, SSSA will approve the selection documents and the ranking of candidates. The outcome of the selection procedures as well as the final ranking will be published on the SSSA and Master MIND websites. The final results will also be communicated to the successful candidates via the e-mail address provided during the application process.

#### **Article 11 - Acceptance procedure and method of payment**

Successful candidates who wish to attend the Master Programme are required to confirm their attendance by the deadline specified in the admission letter and in accordance with the procedures indicated. Candidates should send the following documents via email or post to Scuola Superiore Sant'Anna – U.O. Alta Formazione:

- confirmation of attendance, signed by the successful candidate;
- a copy of the payment of the first instalment of the enrolment fee.



Successful candidates holding academic qualifications obtained abroad (EU and non-EU countries) are required to submit the following documentation by the deadline indicated to confirm attendance, in addition to the documentation referred to in the preceding paragraph:

- a copy of the original degree translated and authenticated by competent Italian Diplomatic Authorities of the country in which the educational qualification was issued, if the language differs from English/French/Spanish/German;
- a "Certificate of Equivalence of Qualification" of the educational qualification obtained abroad, issued by the competent Italian diplomatic or consular representatives of the country in which the educational qualification was obtained;
- a certificate with a list of the examinations taken, translated and authenticated by the same authorities.

By September 14, 2020, participants are required to submit to the U.O. Alta Formazione a € 16.00 revenue stamp (marca da bollo), to be used for official confirmation of their attendance of the Master Program.

#### **Article 12 - Enrolment fee and other expenses**

The Master Program enrolment fee amounts to € 25,000.00. It can be paid in a single payment or in instalments. In the case of instalments, the fee is payable in the following way:

- 1<sup>st</sup> instalment (25%): € 6,250.00 at confirmation of attendance;
- 2<sup>nd</sup> instalment (25%): € 6,250.00 at the beginning of the Master Program;
- 3<sup>rd</sup> instalment (50%): € 12,500.00 within six months since the beginning of courses.

The enrolment fee includes attendance at all classes, participation in the one-week training program and lectures at Stanford University (excluding travel, accommodation and meals), practical exercises, access to the e-learning platform for the whole Master Program, teaching material, support for preparing the Project and the revenue stamp amounting to € 16.00 to be affixed to the diploma.

Board and lodging expenses while attending any teaching activities are to be borne by each participant.

Payments are to be made by bank transfer to the account registered to the Sant'Anna School of Advanced Studies at Banca Unicredit S.p.A. Pisa Branch, Piazza Garibaldi, IBAN: IT 32 0 02008 14006 000401272765, with the following details: "[instalment number] (for example: 1st instalment) – Master Program MIND – [participant's name and surname]" or by online payment using the PagoPA link

<https://web.pasemplice.eu/PortaleDebitore/02008/93008800505/9556FA86F7DF/index.do> choosing the option "Spontaneous payment".

The U.O Alta Formazione of SSSA will notify the payment options to the candidate in the letter of admission.

Grants which cover the enrolment fee, in full or in part, may be provided by public or private Institutions. These grants are provided on the basis of the selection ranking or possible requirements prescribed by the partner institutions.

Successful candidates who receive partial grants (€ 15,000.00) towards the enrolment fee are required to pay the remaining fee (€ 10,000.00) in a single payment or by instalments. In the case of instalments, these are payable in the following way:

- 1<sup>st</sup> instalment (25%): € 2,500.00 at confirmation of attendance;
- 2<sup>nd</sup> instalment (25%): € 2,500.00 at the beginning of the Master Program;
- 3<sup>rd</sup> instalment (50%): € 5,000.00 within six months since the beginning of courses.

Students interrupting the Master Program before completion, will have an obligation to pay the enrolment fee up to the date of interruption. If the fee has been paid in full, a refund will be calculated for the remaining portion of the program.



Pursuant to article 9, paragraph 2 of Legislative Decree No. 68/2012, Sant'Anna School grants total exemption regarding payment of the enrolment fee in the case of participants with disabilities acknowledged to be equal to or greater than 66 percent, in accordance with article 3, paragraph 1 of Law No. 104/1992, and applies a 1.5 percent reduction for every percentage point of disability in the case of participants who have a confirmed disability of less than 66 percent. A participant who intends to take advantage of the exemption or the reduction is required to attach an appropriate certificate to the online application.

### **Article 13 - Educational qualification issued**

At the end of the Master Program, the Institution issues a second-level University Master's Diploma, pursuant to article 3 of Ministerial Decree No. 270/2004, as subsequently amended, to participants who attended the entire training syllabus regularly and successfully, in accordance with the requirements envisaged in the Disciplinary Regulations and who are up-to-date with the payment of the enrolment fee.

### **Article 14 - Person responsible for the competitive entrance examination procedure, personal data processing and prevention of corruption measures**

The Head of the U.O. Alta Formazione of the Sant'Anna School of Advanced Studies - Via Maffi, No. 27, 56127 Pisa - tel. 050/882645 - fax 050/882633 - e-mail: [altaformazione@santannapisa.it](mailto:altaformazione@santannapisa.it) is the person responsible for the competitive entrance examination procedure referred to in this call for applications, pursuant to the provisions of article 5 of Law No. 241/90.

The Sant'Anna School of Advanced Studies complies with the laws and regulations relating to the prevention of corruption (Law No. 190/2012) by applying the measures identified in the "Three-year prevention of corruption plan" published in the Transparent Administration section of the institution's website at the following address: [www.santannapisa.it](http://www.santannapisa.it).

Sant'Anna School of Advanced Studies, represented by the Rector, as Data Controller, under article 13 of the EU General Data Protection Regulation no. 679/2016 and under the Italian Legislative Decree of 30 June 2003 ("Privacy Code regarding the protection of personal data") with regard to the processing of personal data, and on his behalf Roberta Chiordi ([roberta.chiordi@santannapisa.it](mailto:roberta.chiordi@santannapisa.it)), Head of the UO Alta Formazione, will process your data.

Please read the privacy statement available at <https://www.santannapisa.it/it/alta-formazione-info>.



## Annex A

<b>Master PROGRAM in Management and Innovation Design, First edition, 2020/21 – 2021/22 academic year</b>			
Director of Master Program	Professor Alberto Di Minin		
Places available	35		
On-Line Application deadline	April 27, 2020	Selection Interviews Communication of Acceptance	May 4 – May 8, 2020 May 13, 2020
Start date	September 14, 2020	End date	March 19, 2020
Learning objectives	<p>Master MIND seeks to offer participants an analysis of major technological and social trends. Participants will analyze together with instructors how such trends can impact companies' competitive advantage and how they can create new business opportunities. Additionally, Master MIND will describe management tools to deal with processes of disruptive innovation. The goal is to enrich managers and professionals taking part in classes and help them become actors of change within their organizations. The academic program of Master MIND (as specified in the following section) is structured in five main areas: <i>management, design thinking &amp; entrepreneurship, HR management, analysis of technological drivers, and landscaping.</i></p>		
Teaching and internal structure	<p>The syllabus for the Master Program includes:</p> <ul style="list-style-type: none"> <li>- a classroom training phase, primarily in Florence (Italy) on Fridays (all day) and Saturday (mornings), from September 14, 2020 to March 19, 2022, approximately every other week;</li> <li>- full-week lecture and training program at Stanford University in Palo Alto (California, USA) to be scheduled in the period between February 2021 to May 2021;</li> <li>- an internship to be conducted in parallel with classroom activities (from March 2021 to February 2022).</li> </ul> <p>The official language of the Master is English. For activities held in other languages, translation services will be provided if necessary.</p> <p>Teaching activities will include both face-to-face lectures and online distance learning.</p> <p>The Master Program is structured in <b>5 main areas</b>:</p> <ol style="list-style-type: none"> <li>1. <b>MANAGEMENT:</b> R&amp;D Management and Open Innovation Strategy; Project &amp; Risk Management; Strategic Cost Management; Smart Services: Design &amp; Management; Circular Economy; Introduction to Venture Capital; Neuromarketing and Non-conventional Marketing; Finance for Innovation;</li> <li>2. <b>DESIGN THINKING &amp; ENTREPRENEURSHIP:</b> Innovation Mindset; Practicing Innovation; Innovation Strategy and Leading the change @ Stanford Campus; Silicon Valley Experience; Entrepreneurship and Business Development @ Stanford Florence;</li> </ol>		



	<p>Stanford REV Program/Stanford Innovation at work; Professional Workshops Series/ Curated Stanford ETL videos; Live Webinars;</p> <p>3. <b>HUMAN FACTOR:</b> Corporate culture; Work motivation; Leadership; Behavioral insights into decision-making; Negotiation and conflict management; Competency-based HR; Team building; Mindfulness;</p> <p>4. <b>TECH-DRIVERS:</b> Digital Transformation; Robotics and Industry 4.0; Big Data, Machine Learning and Artificial Intelligence; Augmented and Virtual Reality; Internet of Things (IoT); Life Sciences; Bio-Inspired Design and Bio-Hybrid Systems;</p> <p>5. <b>LANDSCAPING:</b> Media Ecology; China issues and innovation policies; Government and Private-Public Interactions; Innovation Policies: European Perspectives; Vision, Innovation and Mastery.</p> <p>The Master is organized as follows:</p> <ul style="list-style-type: none"> <li>▪ <b>Teaching phase</b>, made up of five main areas for a total of 494 hours, of which 454 in Italy, primarily in Florence, and 40 at Stanford Campus (individual study and examinations not included), to be held from September, 2020 to March, 2022;</li> <li>▪ <b>Internship experience</b>, for a total of 600 hours (24 ECTS), to be held between March 2021 and February 2022 approximately, in partner companies, public and/or private entities, and national and/or international bodies. This internship is compulsory, its goal being to test and apply knowledge developed in class. Participants will choose in consultation with Master MIND staff where to conduct the internship. Alternative choices are: Master MIND partner companies and institutions, the company or institution where the participant is currently employed, and other companies and institutions. Individual internships' learning objectives and focus need to be approved by both an academic and a company advisor. At the conclusion of the internship, each participant will have to submit a Project that will be publicly discussed and assessed by an evaluation committee.</li> </ul> <p>The Master course comprises activities for a total of <b>72 university credits (ECTS)</b>: 41 for the classroom lectures (420 hours), 7 for the distance learning (74 hours) and 24 for the internship (600 hours).</p> <p>Class attendance is compulsory.</p> <p>Classes will be held on Fridays (all day) and Saturday (mornings) every other week:</p> <p><b>Friday</b>  Morning: from 10.00 a.m. to 1.00 p.m.  Afternoon: from 2.00 p.m. to 5.00 p.m. and occasionally also from 7.00 p.m. to 10 p.m.</p> <p><b>Saturday</b>  Morning: from 9.00 a.m. to 1.00 p.m.</p> <p>The rights and obligations of the Master Program participants, as well as the use of School facilities, are covered by "General Rules and Regulations for University Master of SSSA."</p>
<p>European Credit Transfer and Accumulation System (ECTS)</p>	<p>Gaining a master's degree entitles the participant to be granted a maximum of 72 ECTS.</p>



<p>Selection criteria</p>	<p>The Selection Committee will assign to each candidate up to 100 points:</p> <ul style="list-style-type: none"> <li>• Documents submitted through application: max. 40 points;</li> <li>▪ Educational background (max.15 points) will be assessed based on the type and duration of university studies, postgraduate training courses, average grades and final scores for degrees obtained;</li> <li>▪ Professional background (max. 25 points) will be assessed based on the type and duration of professional activities, responsibilities and job tasks, assessments by supervisors and letter of reference.</li> <li>• Individual interview: max. 60 points. During the interview candidates will be assessed based on: <ul style="list-style-type: none"> <li>▪ Past professional experience (max. 15 points)</li> <li>▪ Personal and teamwork aptitude, leadership skills, approach to problem solving (max. 15 points);</li> <li>▪ Motivation for taking part in Master MIND (max. 15 points);</li> <li>▪ Future career goals and objectives (max. 15 points).</li> </ul> </li> </ul> <p>During the interview, the Selection Committee will assess the candidate's English language proficiency.</p>
<p>Grants</p>	<p>Grants which cover the enrolment fee, in full or in part, may be provided by public or private Institutions. These grants are provided discretionally by the Selection Committee on the basis of the selection ranking, if not directly assigned according to the preferences of the financing institutions, provided that the candidate receives an evaluation of 60 out of 100 points or higher (as specified in Article 10).</p> <p>Successful candidates who receive partial grants (€ 15,000.00) towards the enrolment fee are required to pay the remaining fee (€ 10,000.00) in a single payment or by instalments. In the case of instalments, these are payable in the following way:</p> <ul style="list-style-type: none"> <li>- 1<sup>st</sup> instalment (25%): € 2,500.00 at confirmation of attendance;</li> <li>- 2<sup>nd</sup> instalment (25%): € 2,500.00 at the beginning of the Master Program;</li> <li>- 3<sup>rd</sup> instalment (50%): € 5,000.00 within six months since the beginning of courses.</li> </ul> <p>The Master may also reserve some places in favor of affiliated entities after special agreements have been entered into, subject to assessment by the Selection Committee.</p>
<p>Fees and terms of payment</p>	<p>The Master MIND enrolment fee amounts to € 25,000.00, which can be paid in one payment or by instalments. In the case of instalments it is payable in the following way:</p> <ul style="list-style-type: none"> <li>- 1<sup>st</sup> instalment (25%): € 6,250.00 at confirmation of attendance;</li> <li>- 2<sup>nd</sup> instalment (25%): € 6,250.00 at the beginning of the Master Program;</li> <li>- 3<sup>rd</sup> instalment (50%): € 12,500.00 within six months since the beginning of courses.</li> </ul>



	<p>Enrolment fees include the attendance at all classes, participation in one-week training program and lectures at Stanford University (excluding travel, accommodation and food), practical exercises, access to the e-learning platform for the whole Master MIND, teaching material, support in preparing the Project, and a €16.00 revenue stamp (marca da bollo) to be affixed to the diploma.</p> <p>Board and lodging expenses while attending any teaching activities are to be borne by each participant.</p> <p>Payments are to be made by bank transfer to the account registered to the Sant'Anna School of Advanced Studies at Banca Unicredit S.p.A. Pisa Branch, Piazza Garibaldi, IBAN: IT 32 O 02008 14006 000401272765, with the following details: "[quota or instalment number] (for example: 1st instalment) – MIND – [participant's name and surname]" or through online payment using the PagoPA link <a href="https://web.pasemplice.eu/PortaleDebitore/02008/93008800505/9556FA86F7DF/index.do">https://web.pasemplice.eu/PortaleDebitore/02008/93008800505/9556FA86F7DF/index.do</a> choosing the option "Spontaneous payment".</p> <p>The enrolment fee may be paid in instalments. The U.O Alta Formazione of SSSA will notify this payment option to the candidate in the letter of admission.</p> <p>Students interrupting the Master Program before completion, will have an obligation to pay the enrolment fee up to the date of interruption. If the fee has been paid in full, a refund will be calculated for the remaining portion of the program.</p>		
Contacts	Master MIND Admission Office	E-mail: mastermind@santannapisa.it	Tel.: +39.050.883.968