N.B. Le celle in grigio sono a compilazione automatica e non vanno modificate

	INSEGNAMENTI								MODULI DIDATTICI (EVENTUALI)				COPERTURA INSEGNAMENTI				
codice (segreteria)	denominazione insegnamenti in lingua italiana e in lingua inglese	CFU (1)	settore scientifico-disciplinare (2)	ore di attività (3)	responsabile insegnamento (4)	tipo di verifica (5)	valutazione verifica (6)	sintesi obiettivi formativi (7)	sintesi contenuti (8)	denominazione moduli (9)	CFU (10)	settore scientifico-disciplinare (11)	ore di attività (12)	forma didattica (13)	ore di attività (14)	tipo di copertura (15)	nome docente o "bando" (16)	settore scientifico-disciplinare (17)
	Governance and organisation	5	SECS-/P07	40	Francesca MAGLI	Assignment	G	In this module, participants will become familiar with the concepts of governance such as transnational, supranational, national and institutional dynamics. Reinventing Government, New Public Management, New	Managing different stakeholders and interests, Ethical and legal frameworks that influence governance and organisational structures, Organization structure and					face-to-face & online (Blended)	32	internal	Alberto Nobolo, Enrico Guarini, Daniela Cristofoli, Francesca Magli	SECS-P/07
															8	external lecturers (TBD)	Several from University of Minho, other universities and from Research Infrastructures and other organisations	SECS-P/07
	Strategic Management of RIs	5	SECS-/P07	40	lisabetta MARAFIOT	Assignment	G	This module analyzes the complex and dynamic environment within which RIs operate; explore the main frameworks and tools for strategic thinking and planning.	Understanding the RI environment, Strategic thinking and planning for an RI, Defining the mission and the vision, Translating mission and vision into a strategic/development plan, Understanding emerging trends in technology,					face-to-face & online (BLENDED)	36	internal	Elisabetta Marafioti, Enrico Guarini	SECS-P/07
															4	external lecturers (TBD)	Several from University of Minho, other universities and from Research Infrastructures and other organisations	
	Business development and innovation in the context of Ris	3	SECS-/P07	24	lisabetta MARAFIOT	Assignment	G	This module fosters participants' ability to drive and assess successful and sustainable innovation. Specific attention is given to the formulation of the business plan of the Ris.	Business innovation and development, How to translate the strategy into an operational and financial plan (setting a business plan), Scenario planning and sensitivity analysis					face-to-face & online (Blended)	20	internal	Elisabetta Marafioti, Enrico Guarini	SECS-P/07
															4	external lecturers (TBD)	Several from University of Minho, other universities and from Research Infrastructures and other organisations	
	Financial Management I	3	SECS-/P07	24	Francesca MAGLI	Assignment	G	This module takes participants through the basics of financial management in profit and nonprofit organizations. The module is targeted to non finance managers. Financial statements and accounting issues of Ris will be analyzed.	Cash flows, investments, assets and liabilities, costs and revenues, Cash and accrual accounting, The financial statement of Ris, Balancing the budget, Things to consider when working with an accounting firm					face-to-face & online (Blended)	16	internal	Francesca Magli, Enrico Guarini	SECS-P/07
															8	external lecturers (TBD)	Several from University of Minho, other universities and from Research Infrastructures and other organisations	
	Financial Management II	3	SECS-/P07	24	Enrico GUARINI	Assignment	G	This module explores the main tools for planning and control in Ris; tackle the building blocks of cost measurement, budgeting and risk management.	Risk management and internal control, Measuring the cost of activities, Pricing of services, Tax rules, Defining and evaluating performance indicators					ONLINE	16	internal	Enrico Guarini, Francesca Magli	SECS-P/07
															8	external lecturers (TBD)	Several from University of Minho, other universities and from Research Infrastructures and other organisations	
	Leadership and Team Building	6	SECS-/P10	48	Francesco PAOLET	Assignment	G	The purpose of this module will be to develop an RI manager who can influence others in situations where he/she has no hierarchical authority; communicate with peers; learn where others need to develop and help them perform to their potential; work effectively with	Managing people in multi-cultural and networked settings, Leading towards an 'etichal organisation', Reaching consensus, Fostering diversity throughout the organisation, Capacity building for nodes, Professional conduct					face-to-face & online (Blended)	24	internal	Francesco Paoletti, Barbara Quacquarelli, Cristiano Ghiringhelli, Ida Castiglioni	SECS-P/10
															24	external lecturers (TBD)	Several from University of Minho, Imperial College London, other universities and from Research Infrastructures and other organisations	
	Developing a sustainable funding model for Ris (Finance)	3	SECS-P/11	24	Paola BONGINI	Assignment	G	This module takes participants through how to develop a sustainable funding model for Ris. Investment analysis and funding alternatives will be analyzed.	Advocacy and ambassoadorship, Modes of funding, Identifying and negotiating with potential funders, New funding tools (private-public partnerships, special					face-to-face & online (Blended)	20	internal	Paola Bongini, Emanuele Rossi	SECS-P/11, SECS-P/09
															4	external lecturers (TBD)	Several from University of Minho, other universities and from Research Infrastructures and other organisations	
	Service Provision (Service Management)	3	SECS-/P07	24	Laura MARIANI e Benedetta TRIVELLATO	Assignment	G	This module fosters participants' ability to design and manage research services to users both in single-sited and distributed RIs. The contents are focused on the selection of appropriate service elements fororganizational effectiveness.	Operations and process maangement, Running operations in networked settings, Understanding user needs and customer focus, User engaement and service design, Fostering a culture of service provision, Project management					ONLINE	20	internal	Laura Mariani, Benedetta Trivellato	SECS-/P07
															4	external lecturers (TBD)	Several from University of Minho, other universities and from Research Infrastructures and other organisations	

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Module	CFU	SSD	Ore	Docente	Tipo	G	Contenuti	Obiettivi					Modalità	Ore	Tipo docente	Docenti	SSD
Raising Awareness (Marketing and Communication)	3	SECS-P/08	24	Laura GAVINELLI	Assignment	G	This module will focus on building and effectively communicting the organization's goals and results to different stakeholders. The module will also help participants to identify the right communication channels to	Target communication to different groups, Identify relevant stakeholders such as: general public (patients, etc.), scientific community, the organisation (employees), policy makers and funding bodies, Choosing the right communication channel to					face-to-face & online (Blended)	20	internal	Laura Gavinelli	SECS-P/08
														4	external lecturers (TBD)	Several from University of Minho, other universities and from Research Infrastructures and other organisations	
International Law & Compliance	2	IUS/13	16	Carla GULOTTA	Assignment	G	This module explores the main legal issues interlinked with the core business of Ris; tackle the impact of laws and regulations on the management of Ris in multiple legal systems.	Compliance with laws and regulations in different settings, Contract issues in different settings: IP regulations, Data and material sharing, privacy issues in multiple countries, public procurement					ONLINE	12	internal	Carla Gulotta	IUS/13
														4	external lecturers (TBD)	Several from University of Minho, other universities and from Research Infrastructures and other organisations	
Infrastructure & Resource Management	2	SECS-/P07	16	Enrico GUARINI	Assignment	G	This module explores data management of RIs, compare best practices and helps participants in creating a disaster mitigation and recovery plan.	Research and administrative data management (Storage of data, archiving, privacy, data sharing), Compliance with national and international regulations, Best practices and standards, Creating a disaster mitigation and recovery plan					ONLINE	4	internal	Enrico Guarini	SECS-/P07
														12	external lecturers (TBD)	Several from University of Minho, other universities and from Research Infrastructures and other organisations	
Planning an RI/Setting Up an RI/Leading an Operational RI (optional Module)	2	SECS-/P07 - MED/04	16	Enrico GUARINI and Marialuisa LAVITRANO	Assignment	G	This optional module explores the key challenges for planning,setting up and leading an operational RI.						ONLINE	16	internal+external (tbd)	Enrico Guarini, Marialuisa Lavitrano + several from University of Minho, other universities and from Research Infrastructures and other organisations	SECS-/P07-MED/04
TOTALE ORE/CFU (escluso stage)	40		320											320			
FIELD PROJECT - PROVA FINALE **(20)**	20		500				To achieve the Masters Certificate, participants are required to attend the full 12 modules programme and to develop a field project – individual or in team that draw on specific needs of RIs - under the supervision of faculty members.							500			
TOTALE ORE/CFU	**60**		**820**											**820**			

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