



**UNIVERSITY OF BELGRADE &
UNIVERSITY OF ROME TOR VERGATA**



***MASTER IN PUBLIC
PROCUREMENT MANAGEMENT***

Book of syllabi

1. Distance Learning Preparatory Module

Program: Master in Public Procurement Management			
Course title: DISTANCE LEARNING PREPARATORY MODULE			
Lecturers: Dr. Andrea Appolloni			
Course status: mandatory			
Number of ECTS: 2 ECTS			
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.			
Aims of the course: Before arrival in Belgrade, Serbia, students will be requested to study one e-learning module which reviews the fundamental concepts on the core subjects of the course which include law, economics and procurement management.			
Course result: At the conclusion of the course student will possess adequate knowledge of fundamental concepts which will be core topics during the modular training.			
Course content: General topics related to law, economics and management of public procurement.			
Literature: Students will receive study material and links to useful online sources through the online platform.			
Instruction method: In the e-learning preparatory module the students can have a general overview of each module which will take place in Belgrade. It is a preparatory module and the students are required to download the selected materials (articles, research reports, etc.) provided by the coordinators of each module. The students can share and request information, open a discussion and improve their knowledge of each subject before starting the lectures.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Exam	Points
Consultation of the learning material	15	There will be no final exam for this Module	
Active participation to online group discussions	15		

2. Negotiation and Team Building

Program: Master in Public Procurement Management			
Course title: NEGOTIATION AND TEAM BUILDING			
Lecturers: Mr. Paolo Augugliaro, Mr. Giovanni Atti			
Course status: optional			
Number of ECTS: 3			
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.			
Course aims: <ol style="list-style-type: none"> i. developing the knowledge of the main negotiation strategies and techniques; ii. developing the ability to set a negotiation and analyze the context (the importance of supplier, the power of the parties, the expected length of the relationship with the supplier, the objectives); iii. developing the knowledge of the personal negotiation aptitudes that are generally used with the counterpart; iv. developing the ability to lead a negotiation through the integration (win-win) model based on the Fisher 			

and Ury's theory;			
v. developing the ability to recognize and neutralize the unfair tactics that the counterpart can use.			
Course results:			
Develop students' knowledge on the main negotiation strategies and techniques together with their ability to negotiate and analyze the context; rise awareness on personal negotiation aptitudes; develop students' ability to use Fisher and Ury's theory; rise awareness on the unfair negotiation tactics that can be used.			
Course content:			
Exercise (Group Role Play): „The inheritance division“			
Exercise (Group Role Play): „The Union Agreement“			
Exercise (Group Role Play): „The Prisoner's Dilemma“			
Exercise (Group Role Play): „The Tecnomax Case“			
Questionnaire: „My Negotiation Style Profile“			
<ol style="list-style-type: none"> 1. Negotiations variables of purchasing and supply management. Structure of the buying process and the pre-contract, contract and post-contract negotiations. The value added steps of the buying/selling process implying interactions and negotiations. The phases of the negotiation process: planning, effective negotiation and follow up. Setting goals for the main issues to negotiate, and defining for each of them the best, realistic, and worst acceptable targets. Common mistakes to be avoided. 2. The law of supply and demand and the formation of prices in “perfect competition” markets (Adam Smith theory). The formation of prices in the real world: the language of modern Economics. 3. The concept of the Buying Center: understanding the purchasing decision-making in complex environments. The key factors influencing the buying center. Formal and informal roles within the buying center. The five dimensions of the buying center's communication network. 4. Gross margin: how much buyers are available to pay and how much sellers usually charge. 5. Award criteria for contracts: the lowest price or the economically most advantageous tender (qualitative, technical, sustainable and economic aspects of the tender). 6. Variables impacting the outcome of the negotiation. 7. The relationship between the Product Classification Matrix (Kraljic) and the content and structure of the relevant contract. 			
Presentation of a few contracts clauses reflecting the different type of relationships that can be established between buyer and supplier.			
Literature:			
Power point presentation, hand-outs, case studies, reference material.			
Number of lectures-active classes	Theoretical classes:	Practical classes:	
Instruction method:			
Interactive lectures which encompass introductory presentation by the lecturer and student participation, students are required to prepare for the lectures and participate in the discussion; contact and individual consultations.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Exam	Points
Participation in class		Written exam	30

3. Economics of Procurement

Program: Master in Public Procurement Management
Course title: ECONOMICS OF PROCUREMENT
Lecturers:
Prof. Nicola Dimitri, Mr. Adriano Di Domenicantonio
Course status: optional

Number of ECTS: 3 ECTS			
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.			
Aims of the course: Upon completion of this course, students will be familiar with the following issues related to effective procurement design: <ul style="list-style-type: none"> i. centralization; ii. auctions vs negotiations; iii. contracting strategies and incentives; iv. auction formats; v. best value for money; vi. scoring rules; vii. division in lots; viii. collusion and corruption; ix. dynamic procurement. 			
Course result: Lectures will expose the students to some of the main economic themes, underlying effective public procurement design. In particular: centralization, auctions vs negotiations, contracting strategies and incentives, auction formats, best value for money and scoring rules, division in lots, collusion, corruption, participation, dynamic procurement.			
Course content: The module will be based on lectures and team work in class. Lectures will contain concepts as well as well as examples. In team work students will apply the notions and the concepts exposed to practical cases. The class will introduce, through actual case studies and examples, the basic rules to structure a selection process in Public Procurement aimed at avoiding the risk of tacit or explicit collusion. The main topics that will be addressed are the following: tender formats; participation of aggregation of firms; division into lots; awarding rules and formulas.			
Literature: Power point presentation, hand-outs, case studies, reference material. The main reference for this Module will be the “Handbook of Procurement”, (Dimitri, Piga, Spagnolo eds) (2006) Cambridge University Press other references will be indicated by the lecturers during the course.			
Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method: Interactive lectures which encompass introductory presentation by the lecturer and student participation, students are required to prepare for the lectures and participate in the discussion.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Exam	Points
Participation in class		Written Exam	30
Case studies			

4. Organisations and Strategy

Program: Master in Public Procurement Management
Course title: ORGANISATIONS AND STRATEGY
Lecturers: Mr. Angelo Bianchi, Mr. Veljko Sikirica
Course status: mandatory

Number of ECTS: 5 ECTS			
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.			
Aims of the Course:			
<ul style="list-style-type: none"> i. understand what is the project cycle, how the different phases of the project cycle are organized and what are the deliverables of each phase; ii. illustrate how to move from the programme to the implementation of the projects; iii. illustrate what is a procurement plan and its main features; iv. explain which are the possible implementation options for works; v. explain which are the main types of works contracts; vi. define and identify what are the standard procurement procedures for works contracts; vii. understand what are the crucial factors of works contract management. 			
Course results:			
Upon completion of this course, students will be familiar with the different phases of a project cycle, programme implementation, procurement plans. Students will also acquire knowledge on the procurement of works, with specific regard to the main types of works contracts.			
Course content:			
The successful implementation of public works requires knowledge and skills that cover not only the procurement management area but also the other nine areas of project management. The session includes a presentation of the necessary activities, sequence, timing, organization and responsibilities for the implementation of the procurement strategies for service, supply and works contracts financed with EU funds for external actions. The presentation includes the following main phases: · preparation of the tender dossiers · tender evaluation and preparation of contract · contract management.			
What is procurement strategy and how to define it? How to design and formulate a comprehensive procurement strategy (for the country, public entity)? Why and how the procurement function/system should be organized. Appropriate organization of the procurement function /system is pivotal to ensure effective, efficient, accountable, transparent use of public funds for public needs, services and for economic sustainable development. Clear strategy and functional organization are critical for the definition of public purchase needs, completion of public contracts on time, to specification, within budget and without disputes. Detailed and practical step-by-step training, balanced with case studies using hands-on approach, is the basis for delivering the knowledge, criteria and skill on how to design and implement procurement strategy for Works contracts.			
Literature:			
Power point presentation, hand-outs, case studies, workbook for exercises, reference material.			
Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method:			
Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.			
Grading system (maximum number of points 30)			
Pre-Exam obligations	Points	Final Exam	Points
Participation in class		There will be no final exam for this Module	

5. Economic Analysis of the Market

Program: Master in Public Procurement Management
Course title: ECONOMIC ANALYSIS OF THE MARKET
Lecturers: Mr. Paolo Buccirossi, Mr. Robert Moldén

Course status: mandatory			
Number of ECTS: 5			
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.			
Aims of the course:			
<ul style="list-style-type: none"> i. illustrate the efficiency properties of competition; ii. identify the structural conditions and the conduct of firms that may impair competition; iii. introduce the main concepts of European Competition Law and their interplay with public procurement; iv. show the main techniques that reduce the risk of collusion in Public Procurement by leveraging on the enforcement and coordination problems of anticompetitive behaviors. 			
Course result:			
Upon completion of this course, students will be familiar with the main concepts of European Competition Law and the efficiency properties of competition. Students will also be familiar with the structural conditions and the conduct of firms that may impair competition.			
Course content:			
<p>The course will introduce various notions of efficiency (allocative e., productive e., and dynamic e.) and explain the impact of competition on them. It will clarify the concept of “relevant antitrust market” and describe the economic tools available to identify it, as well as the main structural conditions that have an impact on the degree of competition. It will provide an introduction to the theory of collusion and discuss the strategies that dominant firms may adopt to foreclose the market.</p> <p>The course starts with an overview of European Competition Law. The second part is focused on the legal regime of anti-competitive agreements with particular attention to agreements aimed (or potentially able) to hamper the results of public tenders. The last part of the course focuses on the abuse of a dominant position and in particular the analysis of abuses that may emerge in the context of public tenders.</p>			
Literature:			
Power point presentation, hand-outs, case studies, reference material.			
Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method:			
Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Exam	Points
Participation in class		Written exam	30
Case studies			

6. Legal Background

Program: Master in Public Procurement Management
Course title: LEGAL BACKGROUND
Lecturers: Dr. Aris Georgopoulos, Ms. Caroline Nicholas, Mr. Robert Anderson
Course status: mandatory
Number of ECTS: 5
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.

Aims of the course:

- i. introduce general rules of the European Union applicable in public procurement;
- ii. make an accurate analysis of EU Directive 2004/18/EC and a general overview of the new Directive 2014/24/EU;
- iii. make an analysis of the WTO Agreement on Government Procurement (GPA);
- iv. introduce the accession to the GPA and define its potential benefits and costs;
- v. analyse the UNCITRAL Model Law on Public Procurement.

Course result:

Upon completion of this course, students will be familiar with the international legal background for public procurement (EU Directives, UNCITRAL Model Law on Public Procurement, General Agreement on government Procurement).

Course content:

The course will illustrate general rules of the European Union applicable in public procurement by analyzing Directive 2004/18/EC and Directive 2014/24/EU.

Introduction to the 2011 UNCITRAL Model Law on Public Procurement and the Guide to Enactment of the Model Law (2012)

1. Consideration of the six express objectives of the Model Law
2. Consideration of the critical roles of transparency, competition and objectivity in implementing these objectives
3. Consideration of how the Model Law implements the objectives and principles in its procedures
4. Examination of the appropriate supporting legal framework and necessary administrative and institutional infrastructure
5. Consideration of the critical importance of guidance to allow for the appropriate implementation and use of the Model Law
6. Consideration of the role of the Model Law in the context of international regulation of procurement
7. Consideration of the main differences between the Model Law and other international and regional systems

The module will begin with a lecture/presentation on the history, objectives, core elements and recent renegotiation of the WTO Agreement on Government Procurement. It will then proceed to a facilitated discussion of the potential benefits and the associated costs and challenges for transition economies in joining the Agreement. Attention will be given to the role of the Agreement as an underpinning of good governance and procurement reforms, in addition to its significance for market access. Reference will be made of the recent experiences of Armenia, Moldova and Ukraine in joining the Agreement. Participants will be encouraged to develop/share their own perspectives and relevant experiences.

Literature:

Power point presentation, hand-outs, case studies, reference material.

Number of lectures – active classes

Theoretical classes:

Practical classes:

Instruction method:

Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.

Grading system (maximum number of points 30)

Pre-exam obligations	Points	Final Exam	Points
Participation in class		Written exam	30
Case studies			

7. Quality Management and Green Procurement

Program: Master in Public Procurement Management		
Course title: QUALITY MANAGEMENT AND GREEN PROCUREMENT		
Lecturers: Prof. Vittorio Cesarotti, Mr. Dino Marcozzi		
Course status: optional		
Number of ECTS: 3 ECTS		
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.		
Aims of the course: <ol style="list-style-type: none"> i. introduce students to the stakeholder theory, definition of quality, quality management and quality improvement; ii. analyze ISO 9001 Certification and its relation with procurement; iii. illustrate how to measure customer satisfaction; iv. introduce students to quality inspections; v. introduce students to EFQM Excellence; vi. explore the connections between green procurement, management tools, sustainability and environmental policy instruments; vii. describe what is green public procurements, its main drivers and benefits, the main drawbacks experienced by public officers, and how a green tender can be designed according to the European legislation; viii. describe the functioning of an environmental management system and how it can be used as environmental criteria in a green tender; ix. explore the role of life cycle perspective and ecolabels. 		
Course result: Upon completion of this course, students will be familiar with quality management and environmental management systems, sustainable considerations in public procurement, the concept of life cycle costs and ecolabels.		
Course content: <ul style="list-style-type: none"> - Definition of quality, quality management and quality improvement; - ISO 9001 Certification and its relation with procurement; - Measurement of customer satisfaction; - introduction to quality inspections; - introduction to EFQM Excellence. <p>Introduce to a clear vision of sustainable procurement explore the connections between green procurement, management tools, sustainability and environmental policy instruments; Describe what is green public procurements, its main drivers and benefits, the main drawbacks experienced by public officers, and how a green tender can be designed according to the European legislation; Describe the functioning of an environmental management system and how it can be used as an environmental criteria in a green tender;</p> <p>ix. explore the role of life cycle perspective and ecolabels. Explain the role of procurement in Creating Shared Value perspective.</p>		
Literature: Power point presentation, hand-outs, case studies, reference material.		
Number of lectures – active classes	Theoretical classes:	Practical classes:
Instruction method: Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.		

Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Examination	Points
Participation in class		Written exam	30
Case studies			

8. Contract Complaints and Disputes

Program: Master in Public Procurement Management
Course title: CONTRACT COMPLAINTS AND DISPUTES
Lecturers: Mr. Daniel Gordon, Mr. Frank Brunetta
Course status: mandatory
Number of ECTS: 5
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.
Aims of the course: <ul style="list-style-type: none"> i. to introduce students to the types of disputes that arise during the various stages of public procurement; ii. to introduce students to the role that ‘best value’ methodology can play in the prevention and resolution of procurement disputes; iii. to introduce students to the positive roles that alternative dispute resolution can play; iv. to explore ways to ensure that procurements are conducted so as to obtain maximum value for the money spent.
Course result: Upon completion of this course, students will be familiar with disputes that may arise in government procurements between economic operators and contracting authorities, from the early stages of acquisition planning through the competition and award of contracts and ending with disputes during contract performance.
Course content: This 30-hour module will explore disputes as they arise in government procurements between economic operators and contracting authorities, from the early stages of acquisition planning through the competition and award of contracts and ending with disputes during contract performance. At each stage, the module will consider ways to prevent disputes as well as ways to amicably resolve them, but also, where disputes persist, issues surrounding their litigation. The module will also include a 6-hour segment devoted to “obtaining value for money,” which will address the real-world challenge of conducting procurements so that the public’s money spent on government contracts is spent wisely. The session will introduce students to the role of Procurement Ombudsman of Canada, its genesis, legislated mandate and an overview of how the position operates within the Canadian federal procurement system. Through the use of actual Canadian supplier complaint case files, the lecture will examine the type and nature of the most common contractual complaints/disputes; examine what led to the contract award process being contested and why; as well as explore the available recourse/resolution methods. The session will introduce the facilitation/mediation method of resolving contractual disputes and provide some lessons learned from mediating some of the more interesting contract disputes through the Alternative Dispute Resolution approach. Case studies will be used to explore the emotional dynamics of a dispute and the effectiveness of facilitation/mediation in dealing with the dynamics.
Literature: Power point presentation, hand-outs, case studies, reference material. D. I. Gordon, CONSTRUCTING A BID PROTEST PROCESS: CHOICES EVERY PROCUREMENT CHALLENGE SYSTEM MUST MAKE, 35 Public Contract Law Journal, No. 3 (2006)

S. L. Schooner, DESIDERATA: OBJECTIVES FOR A SYSTEM OF GOVERNMENT CONTRACT LAW, 11 Public Procurement Law Review 103 (2002)			
Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method: Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Examination	Points
Participation in class		Written exam	30
Case studies			

9. Integrity and Anticorruption in Public Procurement

Program: Master in Public Procurement Management
Course title: INTEGRITY AND ANTICORRUPTION IN PUBLIC PROCUREMENT
Lecturers: Mr. Roger Bickerstaff, Dr. Tünde Tátrai, Prof. Gustavo Piga
Course status: mandatory
Number of ECTS: 5
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.
Aims of the course: <ol style="list-style-type: none"> i. to learn about common approaches to anticorruption in procurement, from bid remedies to anti-fraud measures; ii. identify common patterns in anticorruption systems, such as corporate compliance and debarment systems; iii. give an understanding of the legal framework associated with the control of corruption in public procurement process, including the relevant provisions in the WTO Government Procurement Agreement, the UN Convention Against Corruption, the UNCITRAL Model Procurement Law and EU Procurement Directives; iv. give a practical understanding of the types of corruption that procurement practitioners face in practice during the course of procurement processes; v. to provide an understanding of the governance and structures that can be used to combat corruption.
Course result: Upon completion of this course, students will be familiar with common approaches to corruption in public procurement, the most common types of corruption practices faced by practitioners in their every-day job. Students will also be familiar with the international legal framework for public procurement and the ways in which anticorruption measures are regulated in such documents.
Course content: Day 1 <ul style="list-style-type: none"> • Introduction • Different worldwide approaches to bidder exclusions • The Purpose and Intent of excluding bidders • WTO – Government Procurement Agreement • UN – Convention Against Corruption • UNCITRAL Day 2 <ul style="list-style-type: none"> • EU Directives • 2004 Public Sector Procurement Directive

<ul style="list-style-type: none"> • 2014 Public Sector Procurement Directive • 2014 Concessions Directive • Case Study • Self-cleaning • Whistle-blowing 			
Day 3			
<ul style="list-style-type: none"> • Corruption in Practice - World Bank cases • Anti-corruption governance and structures • Case Study 			
<ul style="list-style-type: none"> - overview of common approaches to anticorruption in procurement, from bid remedies to anti-fraud measures; - overview of common patterns in anticorruption systems, such as corporate compliance and debarment systems; - red flags in public procurement. 			
<ul style="list-style-type: none"> - types of corruption that procurement practitioners face in practice during the course of procurement processes; - governance and structures that can be used to combat corruption. 			
Literature:			
Power point presentation, hand-outs, case studies, reference material.			
Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method:			
Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Examination	Points
Participation in class		Written exam	30
Case studies			

10. Strategic Procurement

Program: Master in Public Procurement Management
Course title: STRATEGIC PROCUREMENT
Lecturers: Prof. Alessandro Ancarani, Prof. Catherine Barnard, Prof. Jacob Edler
Course status: optional
Number of ECTS: 3 ECTS
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.
Aims of the course: <ul style="list-style-type: none"> i. analyze strategic participation of SMEs to public procurement; ii. illustrate the link between strategic public procurement and innovation; iii. illustrate the main issues related to public procurement and SMEs, and relevant policy actions undertaken; iv. illustrate the theoretical framework for procuring public services; v. analyze the concept of customer value and public procurement co-design; vi. analyze social public procurement and its inclusion in Directive 2014/24/EU; vii. illustrate pre-commercial procurement, its theory and application.

Course result:

Upon completion of this course, students will be familiar with strategies to deliver public procurement and the opportunities to SMEs and customer value, Social Procurement and Public procurement of Innovation.

Course content:

Public procurement is acknowledged as a potential strategic tool of economic policy for national governments and may contribute to several policy areas. Especially during downturns, public demand plays an important role in supplementing slowing demand from the private sector and in supporting economic growth at the regional level. In many countries SMEs represent a sizable share of the economy, thus, by contracting with SMEs, governments contribute to job creation and economic development. The crucial role of public procurement in supporting the development of SMEs is stressed by the United Nations Industrial Development Organization, and, in Europe, by the Single Market Act IP/11/469.

In order to support SMEs involvement in public procurement, governments engage in structural procurement policies, governing some aspects of SMEs activities, and in direct policies, bestowing explicit benefits/advantages on SMEs. However, in spite of government programs, SME involvement in procurement remains below potential, and many eligible firms do not participate in public tenders or place unsuccessful bids, suggesting that policies are either inadequate or fail to address the real causes of SMEs' disadvantage.

The concept of customer value can be applied to the public sector, where the object of public procurement is to provide the users with increased value. The concept of public value can be defined as the means to deliver the goals of public policy, and several authors have argued that this concept involves finding out what the public thinks, and requires techniques effective at investigating public preferences. As a consequence, public procurement for services must incorporate consultative and participative processes in order to mediate between the particular values pursued by potentially competing publics.

Direct consultations procedures may become an essential element of public service co-design especially for local public services. This participative approach differs in important ways both from the traditional focus on formal consultations with interested parties, and with the method of eliciting users' satisfaction ex post through customer satisfaction. The direct co-design avoids the risk that users perceive the service are designed in a top-down fashion, and emphasizes procedural fairness, thus fostering acceptance, even among those who disagree with the final decision, and increasing participation in service production. Moreover, the co-design of the public services may produce better outcomes, above all in delivering services that require knowledge sharing and training in executing complex activities.

*Pro*This part of the course examines the vexed question of social procurement and the extent to which it should and can be taken into account in any procurement process. It examines the 2014 package, especially the General Directive, to consider the potential for social procurement. It examines the case law under the earlier Directives and considers the extent to which the 2014 Directive builds on this. It also looks at case studies as to how particular employers deal with social procurement and why.

Public procurement often involves the purchase of goods or services that are novel to the buying organisation or that do not even exist when the order is placed. Public organizations buy innovations in order to perform their service more effectively, because they have new tasks to perform or because they want to trigger the generation and diffusion of an innovation for political reasons.

In the last 10 years or so, policy makers across the OECD countries, and in particular at European level, have started to rediscover public procurement of innovation as an explicit instrument for innovation policy. The idea is to mobilize public procuring authorities to ask for and buy more innovations, and by doing so to improve their service provision and at the same time trigger innovation dynamics on the supply side.

A number of strategies and instruments have been designed and implemented for public procurement of innovation, including initiatives that buy R&D services to create solutions based on public demand, but without buying this solution (pre-commercial procurement).

This module will discuss the economic rationale behind PPI and PCP as innovation policy tool. It will report on the obstacles and pre-conditions for successful PPI and PCP, drawing on numerous case studies and a unique

survey of suppliers to the public sector. Introduce different processes and instrument to stimulate both PPI and PCP. It will then discuss the policy instruments that support PPI and PCP and explain their functionalities and limits.			
Literature: Slides, scientific papers, hand-outs, case studies, Practitioners Reports.			
Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method: Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Examination	Points
Participation in class			
Case studies			

11. Law and Economics of Public Private Partnership

Program: Master in Public Procurement Management
Course title: LAW AND ECONOMICS OF PUBLIC PRIVATE PARTNERSHIP
Lecturers: Dr. Biancamaria Raganelli, Prof. Stéphane Saussier, Ms. Nicoletta Giusto
Course status: mandatory
Number of ECTS: 5
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.
Aims of the course: <ol style="list-style-type: none"> i. to analyze the legal background of PPP in an international perspective, taking into account different PPP types and roles in financing infrastructure; ii. illustrate the main questions arising in managing different PPP models, in the selection of the private partner and in the enforcement of PPP contracts; iii. illustrate the Economics of PPPs, how to apply the economic theory of contracts and incentives to the alignment of the interests of different parties, to structure payments, and to allocate risks efficiently.
Course result: Upon completion of this course, students will be familiar with the main issues that concern PPP, from the legal background that regulates PPP to the challenges that may arise during the implementation of PPP.
Course content: <i>PPP: key elements, aims and characteristics</i> <ul style="list-style-type: none"> • <i>The role of PPP in financing infrastructures</i> • <i>PPPs models: an international perspective</i> • <i>Public contracts-concessions-project financing</i> • <i>An overview: main steps for PPP.</i> • <i>Main issues. A problem of information: The selection of the private partner and the enforcement of the contract.</i> • <i>Incentive issues in PPP and the role of contract design</i> • <i>The pay-for-performance principle and the design of the payment scheme</i> • <i>Transaction costs and incomplete contracting</i> • <i>Renegotiation, contract flexibility and regulatory risk</i> • <i>Intrinsic differences between public and private contracting</i> • <i>Phases of a PF investment</i> • <i>Evaluation and financial sustainability of PF projects through a development of a Business Plan</i>

<ul style="list-style-type: none"> • <i>Bankability of operation</i> • <i>Risk analysis</i> • <i>Financial Modeling</i> • <i>Workshop:</i> 			
Literature:			
Power point presentation, hand-outs, case studies, reference material.			
Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method:			
Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Examination	Points
Participation in class		Students will be evaluated based on the results of their long term group assignment that consists of writing a PPP project.	30
Case studies			

12. International Financial Institutions' Procurement Procedures

Program: Master in Public Procurement Management			
Course title: INTERNATIONAL FINANCIAL INSTITUTIONS' PROCUREMENT PROCEDURES			
Lecturers:			
Procurement Professionals from International Financial Institutions (EBRD, EIB, WB, CEB)			
Course status: optional			
Number of ECTS: 3			
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.			
Aims of the course:			
<ul style="list-style-type: none"> i. illustrate why procurement is important in IFI projects; ii. illustrate IFI procurement policies and rules; iii. illustrate how to apply the advantages of sound procurement and the IFI's procurement policies; iv. illustrate how to identify main procurement issues during project implementation in real life; v. analyze the role of the IFIs on procurement supervision; vi. analyze contract management techniques and strategic tools within the context of international public procurement procedures and empirical evidence. 			
Course result:			
Upon completion of this course, students will be familiar with the procurement policies and rules of the major IFIs. Students will also be familiar with the role played by such institutions during the different phases of the procurement process.			
Course content:			
<ul style="list-style-type: none"> - procurement principles shared by IFIs; - procurement policies and rules utilized by different IFIs, with a specific emphasis on the ongoing reform of procurement policies; - project implementation and contract management in accordance with IFI's policies and procedures. 			
Literature:			
Power point presentation, hand-outs, case studies, reference material.			
Number of lectures – active classes	Theoretical classes:	Practical classes:	

Instruction method: Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Examination	Points
Participation in class		The evaluation will be based on class participation, homework, individual and group case studies	30
Case studies			

13. E- Procurement

Program: Master in Public Procurement Management
Course title: E- PROCUREMENT
Lecturers: Prof. Luís Valadares Tavares, Ms. Isabel Rosa, Dr. Gabriele Velpi
Course status: mandatory
Number of ECTS: 3 ECTS
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.
Aims of the course: <ol style="list-style-type: none"> i. illustrate the changes and challenges introduced by new Directives of the European Union in the field of e-procurement; ii. illustrate the different phases of the electronic public procurement life cycle; iii. illustrate the main electronic public procurement business models; iv. definition of key performance indicators (KPIs).
Course result: Upon completion of this course, students will be familiar with electronic procurement and its lifecycle. Students will also be familiar with the main business models internationally used to conduct electronic procurement.
Course content: <ul style="list-style-type: none"> - Process modeling - Tools and platforms - Accessibility and security - How to evaluate the situation of e-public procurement in each country - Networking of suppliers and procurers - Reputation assessment and sourcing - Multi criteria models supported by e-procurement to select candidates and to evaluate tenders. - Procurement Intelligence - Performance based contracting - Electronic Business Models - National registers (example of Portuguese case) - Public Procurement KPIs - The measurement of performance e its dimensions - The effects of the use of e-procurement on the performance of the public procurement systems - Why e-procurement and centralization are complementary - Centralization and performance - The issue of measurement of savings - MEF-ISTAT survey: methodology and results
Literature: Power point presentation, hand-outs, case studies, reference material.

Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method: Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Examination	Points
Participation in class		Students are evaluated based on the results of their long term individual assignment	30

14. Spend Management and Public Procurement

Program: Master in Public Procurement Management			
Course title: SPEND MANAGEMENT AND PUBLIC PROCUREMENT			
Lecturers: Angelo Bianchi and Andrea Appolloni			
Course status: optional			
Number of ECTS: 3			
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.			
Aims of the course: <ul style="list-style-type: none"> - Managers face the problem to spend the money supplied by either shareholders or taxpayers to deliver benefits in terms of value creation for the organisation or services to the stakeholders. The current management models are based on the concept of lean organisations, with less internal resources and fixed costs, and a significant use of outsourced resources and variable costs. As a consequence, procurement is the main source of costs and responsible for the quality of outcomes, and its role may be considered strategic and critical in achieving the objectives of any organisation. Spend management is a holistic approach to cost generating activities, based on the coherent definition of objectives, policies, control methods, in order to: <ul style="list-style-type: none"> - Maintain spend under control, i.e. avoid maverick spending outside the objectives; - Maximise benefits, by means of both spend qualification (consistency with the objectives) and quality (no extra costs induced by the acquisition process); - Focus on value creation, by assuring that the cost of achieving benefits will not exceed their value. 			
Course result: Upon successful completion of this course participants a broad knowledge of the key drivers and tools and develop skills necessary to plan and manage procurement processes, with special focus on the public sector.			
Course content: The module approaches procurement from the spend management and value creation points of view, and covers issues from the identification of needs and the evaluation of opportunities, risk analysis and mitigation, total cost evaluation, up to public procurement procedures for goods, services, works.			
Literature: Power point presentation, hand-outs, case studies, reference material.			
Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method: Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Examination	Points
Participation in class		Written Exam	30

Case studies			
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15. Sustainability and Innovation

Program: Master in Public Procurement Management			
Course title: SUSTAINABILITY AND INNOVATION			
Lecturers: Alessandro Ancarani			
Course status: optional			
Number of ECTS: 3			
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.			
<p>Aims of the course: Procurement is called sustainable when organisations put in place processes whereby they meet their needs for goods, services, works and utilities in a way that achieves "value for money on a whole life basis" in terms of generating benefits not only to the organisation, but also to society and economy, whilst minimizing damage to the environment.</p> <p>This module explores the key concepts of sustainable procurement and explains how environmental and social considerations can be applied for the achievement of sustainable development objectives by giving a better understanding of how public procurement can contribute to more innovative activity in industry and to the growth or even creation of markets for innovative products and services, in line with internationally-recognised principles/standards for public procurement.</p>			
<p>Course result: Upon completion of this course, students will be familiar with sustainability key concepts and issues. Students will also learn which kind of goals must be pursued within organizations that want to correctly address the sustainability challenge.</p>			
<p>Course content:</p> <ul style="list-style-type: none"> • Definition of green procurement • Life Cycle Assessment • Life Cycle Costing • Procurement Process • The Buy Smart+ project • Eco Labels • Sustainable procurement as a tool for social responsibility of public organizations. • Defining objectives and implementation priorities. • Identifying functions to be involved and tools to be adopted. • Building an Action Plan. • Examples of good practices. • Exercise: simulation on the drafting of an Action Plan for Sustainable Procurement. 			
<p>Literature: Power point presentation, hand-outs, case studies, reference material.</p>			
Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method: Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Examination	Points
Participation in class		Written Exam	30
Case studies			

16. Logistics

Program: Master in Public Procurement Management			
Course title: LOGISTICS			
Lecturers: Corrado Cerruti			
Course status: optional			
Number of ECTS: 3			
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia and Italy.			
Aims of the course: The module on Logistics describes the basic tools for designing, planning or evaluating a logistics strategy and analyses the key drivers of logistic performance, highlighting the interrelations between procurement and logistics. After an initial part on the basics of a logistics strategy and on the general approach for optimizing the flow of goods and information, the module will focus on the logistics challenges in the public sector.			
Course result: The goal of the module is to cover not only high-level logistics strategy and concepts, but also to give students a solid understanding of the analytical tools necessary to solve the most critical logistics problems.			
Course content: Attention is given to such issues as transportation management, warehouse and facility location management, inventory management, and customer service strategies. By the end of the module, the students should be able to understand: - key aspects and drivers of logistics performance; - challenges of logistics management both in private and in public sector; - the benefits of integration within the supply chains between logistics and procurement.			
Literature: Power point presentation, hand-outs, case studies, reference material.			
Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method: Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Examination	Points
Participation in class		Written Exam	30
Case studies			

17. Emerging Issues in Procurement

Program: Master in Public Procurement Management			
Course title: EMERGING ISSUES IN PROCUREMENT			
Lecturers: to be defined depending on the yearly topic of the course			
Course status: optional			
Number of ECTS: 3			
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia.			
Aims of the course: This course has been inserted in the program as a kind of box to be used to cover emerging issues that could acquire a great importance depending on the historical, political, social etc. conditions of the world in a defined			

period of time.			
Course result: At the end of this course, students will have at least a general knowledge of the most recent topics and issues that are gaining importance within the procurement function of organisations.			
Course content: Emerging issues such as for example innovation as a strategic instrument of procurement, emergency procurement, nationalism and so on.			
Literature: Power point presentation, hand-outs, case studies, reference material.			
Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method: Interactive lectures that include an introductory presentation by the lecturer and student participation, students must prepare for class and participate in discussion, collective and individual consultations.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Examination	Points
Participation in class		Written Exam	30
Case studies			

18. Distance Learning Final Module

Program: Master in Public Procurement Management			
Course title: DISTANCE LEARNING FINAL MODULE			
Lecturers: Dr. Andrea Appolloni, Mr. Adriano Di Domenicantonio, Dr. Pedro Telles			
Course status: mandatory			
Number of ECTS: 2 ECTS			
Requirements: students should have completed at least four years of university studies and earned a valid degree that allows access to postgraduate level programs in Serbia.			
Aims of the course: The distance learning module will last 2 months. Students will be divided into groups and will have the task to draft a tender notice to buy inbound and outbound logistics services for a big paper factory which is also a general contractor commissioned by the government of the production and delivery of voting papers when elections occur. A complete set of market data, demand data and legal information will be given to students in order to successfully complete their project.			
Course result: At the conclusion of the course students will be able to draft a tender notice by applying the knowledge acquired during the previous courses.			
Course content: Practical case study which will require students to apply the skills acquired during the previous courses.			
Literature: Students will receive study material and links to useful online sources through the online platform.			
Number of lectures – active classes	Theoretical classes:	Practical classes:	
Instruction method: During this module, students will have the possibility to interact with their group and with professors through an online platform.			
Grading system (maximum number of points 30)			
Pre-exam obligations	Points	Final Exam	Points
Consultation of the learning material		Students are evaluated based on the results of their group project. A	30

		complete set of market data, demand data and legal information is given to students in order to successfully complete their project.	
Active participation to online group discussions			