

## BOOK OF SUBJECTS

<b>Program: Master in Public Procurement Management</b>		
<b>Course title: LEGAL BACKGROUND</b>		
<b>Lecturers:</b> Prof. Dr. Aristeidis Georgopoulos, Prof. Dr. Biancamaria Raganelli, Robert Anderson		
<b>Course status:</b> mandatory		
<b>Number of ECTS:</b> 5		
<b>Requirements:</b> /		
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- gaining knowledge about general rules of the European Union that apply to public procurement;</li> <li>- understanding the provisions of the EU Directive 2004/18/EC and getting a general insight into the new directive 2014/24/EU;</li> <li>- familiarization with the WTO agreement on government procurement (GPA), the manner and conditions of joining the GPA and defining potential benefits and costs;</li> <li>- training for the application of the UNCITRAL model law on public procurement.</li> </ul>		
<b>Course results:</b> Students will be able to apply the rules of the international legal framework for public procurement - the rules of the directives of the European Union, the UNCITRAL model law on public procurement, the General Agreement on Government Procurement (GPA).		
<b>Course content:</b> <ul style="list-style-type: none"> <li>- general rules of the European Union applicable in public procurement;</li> <li>- analysis of Directive 2004/18/EC and Directive 2014/24/EU;</li> <li>- introduction to the 2011 UNCITRAL Model Law on Public Procurement and the Guide to Enactment of the Model Law (2012):               <ol style="list-style-type: none"> <li>1. consideration of the six express objectives of the Model Law;</li> <li>2. consideration of the critical roles of transparency, competition and objectivity in implementing these objectives;</li> <li>3. consideration of how the Model Law implements the objectives and principles in its procedures;</li> <li>4. examination of the appropriate supporting legal framework and necessary administrative and institutional infrastructure;</li> <li>5. consideration of the critical importance of guidance to allow for the appropriate implementation and use of the Model Law;</li> <li>6. consideration of the role of the Model Law in the context of international regulation of procurement;</li> <li>7. consideration of the main differences between the Model Law and other international and regional systems;</li> </ol> </li> <li>- history, objectives, core elements and recent renegotiation of the WTO Agreement on Government Procurement.</li> </ul>		
<b>Literature:</b>  <u>Basic:</u> <ul style="list-style-type: none"> <li>- Anderson, R. D., Jones, A., Kovacic, W. E., <i>Combatting Corruption and Collusion in Public Procurement : A Challenge for Governments Worldwide</i>, Oxford University Press, 2024.</li> <li>- Georgopoulos A. C., Hoekman, B., Mavroidis, P. C. (eds.), <i>The Internationalization of Government Procurement Regulation</i>, Oxford University Press, 2017.</li> </ul> <u>Additional:</u> <ul style="list-style-type: none"> <li>- Georgopoulos, A. C., „EDA and EU Defence Procurement Integration“, in: Karampekios, N., Oikonomou, I. (eds.), <i>The European Defence Agency: Arming Europe</i>, Routledge, 2015, pp. 118-136.</li> <li>- Arrowsmith, S., Anderson, R. D. (eds.), <i>The WTO Regime on Government Procurement: Challenge and Reform</i>, Cambridge University Press and the WTO, 2011.</li> <li>- Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC, <i>OJ L</i> 94, 28.3.2014, p. 65–242.</li> <li>- UNCITRAL Model Law on International Commercial Arbitration (1985), with amendments as adopted in 2006.</li> <li>- The Agreement on Government Procurement (GPA).</li> </ul>		
<b>Number of lectures – active classes:</b> 60	Theoretical classes: 30	Other types of classes: 30
<b>Instruction method:</b> 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.		

<b>Grading system (maximum number of points 100)</b>			
<b>Pre-exam obligations</b>	<b>Points</b>	<b>Final Exam</b>	<b>Points</b>
Participation in class	30	Written exam	40
Case studies analysis	30		

<b>Program: Master in Public Procurement Management</b>			
<b>Course title: LAW AND ECONOMICS OF PUBLIC AND PRIVATE PARTNERSHIP</b>			
<b>Lecturers:</b> Prof. Dr. Stéphane Saussier, Dr Slađana Sredojević, Dr. Jelena Gazivoda			
<b>Course status:</b> mandatory			
<b>Number of ECTS:</b> 5			
<b>Requirements:</b> /			
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- understanding of the legal background of PPP in an international perspective, taking into account different PPP types and roles in financing infrastructure;</li> <li>- introduction to the main questions arising in managing different PPP models, in the selection of the private partner and in the enforcement of PPP contracts;</li> <li>- acquiring the ability 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.</li> </ul>			
<b>Course results:</b> Students will be familiar with the legal framework that regulates public-private partnerships and will be able to solve challenges that may arise during the implementation of public-private partnerships.			
<b>Course content:</b> <ul style="list-style-type: none"> <li>- PPP: key elements, aims and characteristics;</li> <li>- The role of PPP in financing infrastructures;</li> <li>- PPPs models: an international perspective;</li> <li>- Public contracts-concessions-project financing;</li> <li>- An overview: main steps for PPP;</li> <li>- Main issues. A problem of information: The selection of the private partner and the enforcement of the contract;</li> <li>- Incentive issues in PPP and the role of contract design;</li> <li>- The pay-for-performance principle and the design of the payment scheme;</li> <li>- Transaction costs and incomplete contracting;</li> <li>- Renegotiation, contract flexibility and regulatory risk;</li> <li>- Intrinsic differences between public and private contracting;</li> <li>- Phases of a PF investment;</li> <li>- Evaluation and financial sustainability of PF projects through a development of a Business Plan;</li> <li>- Bankability of operation;</li> <li>- Risk analysis;</li> <li>- Financial Modeling ;</li> <li>- Workshop.</li> </ul>			
<b>Literature:</b>  <u>Basic:</u> <ul style="list-style-type: none"> <li>- Vecchi, V., Casalini, F., Cusumano, N., Leone, V. M., <i>Public Private Partnerships, Principles for Sustainable Contracts</i>, Palgrave, Macmillan, 2021.</li> <li>- Stéphane Saussier, Julie de Brux (eds.), <i>The Economics of Public-Private Partnerships – Theoretical and Empirical Developments</i>, Springer, 2018.</li> <li>- Saussier, S., Iossa, E., „Public Private Partnerships in Europe for Building and Managing Public Infrastructures: An Economic Perspective“, <i>Annals of Public and Cooperative Economics</i>, No. 1/2018, Special Issue: An Enduring Platform for Public and Cooperative Economics Research, pp. 25-48, DOI: <a href="https://doi.org/10.1111/apce.12192">https://doi.org/10.1111/apce.12192</a>.</li> <li>- Sredojević S., „Analysis of the Public-Private Partnership Market in the Western Balkan Region: Lessons Learned and Perspectives“, <i>International Scientific Conference Proceedings on Economic Policy for Smart, Inclusive and Sustainable Growth</i>, 15-17. June 2017, Belgrade: Faculty of Economics, pp. 193-213.</li> <li>- Jovanić, T., Sredojević, S., „Strengthening the Determinants of the Local Government Capacities for the Successful PPP Implementation in the Western Balkans“, in: Asquer, A. Becchis, F., Rusolillo, D. (eds.), <i>The Political Economy of Local Regulation-Studies in the Political Economy of Public Policy</i>, London: Palgrave Macmillan UK, pp. 237-254.</li> </ul>			

**Additional:**

- Liu, L. X., Clegg, S., Pollack, J., „The Effect of Public–Private Partnerships on Innovation in Infrastructure Delivery“, *Project Management Journal*, No. 1/2024, pp. 31-49, DOI: <https://doi.org/10.1177/87569728231189989>.
- Fabre, A., Straub, S., „The Impact of Public–Private Partnerships (PPPs) in Infrastructure, Health, and Education“, *Journal of Economic Literature*, No. 2/2023, pp. 655-715, DOI: 10.1257/jel.20211607.
- Vällilä, T., „An Overview of Economic Theory and Evidence of Public-Private Partnerships in the Procurement of (Transport) Infrastructure“, *Utilities Policy*, No. 62/2020, 100995, DOI: <https://doi.org/10.1016/j.jup.2019.100995>.
- Estache, A., Saussier S., „Public-Private Partnerships and Efficiency: A Short Assessment“, *CESifo DICE Report*, No. 3/2014, pp. 8-13.
- Saussier S., Staropoli C., Yvrande, A. (2009), „Public-Private Agreements, Institutions, and Competition: When Economic Theory Meets Facts“, *Review of Industrial Organization*, No. 1-2/2009, pp. 1-18.

<b>Number of lectures – active classes:</b> 60	Theoretical classes: 30	Other types of classes: 30
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**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 100)**

Pre-exam obligations	Points	Final Exam	Points
Participation in class	30	Students will be evaluated based on the results of their long term group assignment that consists of writing a PPP project.	40
Case studies analysis	30		

**Program: Master in Public Procurement Management****Course title: INTEGRITY AND ANTICORRUPTION IN PUBLIC PROCUREMENT****Lecturers:**

Prof. Dr. Gustavo Piga, Prof. Dr. Giancarlo Spagnolo, Prof. Dr. Tünde Tátraí

**Course status:** mandatory**Number of ECTS:** 5**Requirements:** /**Aims of the course:**

- to learn about common approaches to anticorruption in procurement, from bid remedies to anti-fraud measures;
- identify common patterns in anticorruption systems, such as corporate compliance and debarment systems;
- introducing to and 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;
- acquiring knowledge with regard to the types of corruption that procurement practitioners face in practice during the course of procurement processes;
- acquiring knowledge and understanding of the governance and structures that can be used to combat corruption.

**Course results:**

Students will be familiar with common approaches to corruption in public procurement, they will gain knowledge about 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:**

- Introduction,
- Different worldwide approaches to bidder exclusions,
- The Purpose and Intent of excluding bidders,
- WTO – Government Procurement Agreement,
- UN – Convention Against Corruption,
- UNCITRAL,
- EU Directives,
- 2004 Public Sector Procurement Directive,

- 2014 Public Sector Procurement Directive,
- 2014 Concessions Directive;
- Case Study:
  - Self-cleaning,
  - Whistle-blowing,
  - Corruption in Practice - World Bank cases,
  - Anti-corruption governance and structures;
- Case Study:
  - 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;
  - 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:**

##### Basic:

- Tátrai T., Ferk P., Bianchini V., Komšić N., „Transparency and Monitoring of Public Procurement Contract Performance“, *Transylvanian Review of Administrative Sciences*, No. 71 E/2024, pp. 78-94.
- Tátrai T., Vörösmarty G., „Comparative Analysis of the European Centralised Public Procurement“, *Central European Journal of Public Policy*, No. 2/2023, pp. 82-96, DOI: 10.2478/cejpp-2023-0007.
- Cerqueti, R., Coppier, R., Piga, G., „Bribes, Lobbying and Industrial Structure“, *Italian Economic Journal*, No. 7/2021, pp 439-460, DOI: <https://doi.org/10.1007/s40797-021-00150-7>.
- Piga, G., Castelli, A., Tátrai, T., Saussier, S. (eds.), *The Challenges of Public Procurement Reforms*, Routledge, 2020.

##### Additional:

- Schoenmaekers, S., „The EU Debarment Rules: Legal and Economic Rationale“, *PPLR*, No. 3/2016, pp. 91-104.
- Pünder, H., Prieß, H-J., Arrowsmith, S. (eds.), *Self-Cleaning in Public Procurement Law*, Nomos Verlagsges, 2009.
- Schefer, K. N., „Corruption and the WTO Legal System“, *Journal of World Trade*, No. 43/2009, pp. 737-770, DOI: 10.54648/TRAD2009030.
- Yukins, Ch. R., „Integrating Integrity and Procurement: The United Nations Convention Against Corruption and the UNCITRAL Model Procurement Law“, *Public Contract Law Journal*, No. 3/2007, available at: <https://ssrn.com/abstract=995244>.
- 2014 EU Public Sector Procurement Directive (EU/2014/24), available at: [eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.L\\_.2014.094.01.0065.01.ENG](http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.L_.2014.094.01.0065.01.ENG).
- EU Commission Report on Anti-Corruption in Procurement, available at : [http://ec.europa.eu/dgs/home-affairs/e-library/documents/policies/organized-crime-and-human-trafficking/corruption/docs/acr\\_2014\\_en.pdf](http://ec.europa.eu/dgs/home-affairs/e-library/documents/policies/organized-crime-and-human-trafficking/corruption/docs/acr_2014_en.pdf). „The Korean Public Procurement Service“ – OECD report.
- World Trade Organisation, Government Procurement Agreement, available at: [www.wto.org/english/tratop\\_e?gp\\_e.htm](http://www.wto.org/english/tratop_e?gp_e.htm).
- United Nations Convention Against Corruption, available at: [https://www.unodc.org/documents/treaties/UNCAC/Publications/Convention/08-50026\\_E.pdf](https://www.unodc.org/documents/treaties/UNCAC/Publications/Convention/08-50026_E.pdf).
- UNCITRAL Model Procurement Law, available at: [www.uncitral.org/pdf/english/texts/procurem/ml-procurement-2011-Model-Law-on-Public-Procurement-e.pdf](http://www.uncitral.org/pdf/english/texts/procurem/ml-procurement-2011-Model-Law-on-Public-Procurement-e.pdf).
- 2004 EU Public Sector Procurement Directive EU/2004/18, available at: [eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32004L0018](http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32004L0018).
- World Bank, „Sanctions Board Law Digest“, December 2011, available at: <http://siteresources.worldbank.org/INTOFFEVASUS/Resources/3601037-1342729035803/SanctionsBoardLawDigest.pdf>.
- „Corruption and Public Procurement“, Transparency International, Working Paper #5, 2010, available at: [www.transparency.org/whatwedo/publications/doc/wp](http://www.transparency.org/whatwedo/publications/doc/wp).
- OGC Guidance 2010 – Mandatory Exclusion of Economic Operators, available at: [webarchive.nationalarchives.gov.uk?20110601212617/http://ogc.gov.uk/documents/Mandatory\\_Exclusion\\_Guidance\\_-\\_February\\_2010\\_Update\\_on\\_new\\_template\\_\(2\).pdf](http://webarchive.nationalarchives.gov.uk?20110601212617/http://ogc.gov.uk/documents/Mandatory_Exclusion_Guidance_-_February_2010_Update_on_new_template_(2).pdf).

<ul style="list-style-type: none"> <li>- World Bank Updated Strategy and Implementation Plan, „Strengthening Governance: Tackling Corruption“, available at: <a href="http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1326816182754/GACStrategyImplementationPlan.pdf">http://siteresources.worldbank.org/PUBLICSECTORANDGOVERNANCE/Resources/285741-1326816182754/GACStrategyImplementationPlan.pdf</a>.</li> <li>- World Bank sanctionable practices interpretations, available at: <a href="http://www.ifc.org/wps/wcm/connect/a9e5a10049fe898dafa2bf02f96b8a3d/Definitions_Interpretive_Guidelines.pdf?MOD=AJPERES">http://www.ifc.org/wps/wcm/connect/a9e5a10049fe898dafa2bf02f96b8a3d/Definitions_Interpretive_Guidelines.pdf?MOD=AJPERES</a>.</li> <li>- OECD report on Integrity in Procurement, available at: <a href="http://www.oecd.org/development/effectiveness/38588964.pdf">http://www.oecd.org/development/effectiveness/38588964.pdf</a></li> <li>- World Bank Information Note on Sanctions Regime, available at: <a href="http://siteresources.worldbank.org/EXTOFFEVASUS/Resources/The_World_Bank_Group_Sanctions_Regime.pdf">http://siteresources.worldbank.org/EXTOFFEVASUS/Resources/The_World_Bank_Group_Sanctions_Regime.pdf</a>.</li> </ul>			
<b>Number of lectures – active classes: 60</b>		Theoretical classes: 30	Other types of classes: 30
<b>Instruction method:</b> 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.			
<b>Grading system (maximum number of points 100)</b>			
<b>Pre-exam obligations</b>	Points	<b>Final Exam</b>	Points
Participation in class	30	Written exam	40
Case studies analysis	30		

<b>Program: Master in Public Procurement Management</b>			
<b>Course title: CONTRACT COMPLAINTS AND DISPUTES</b>			
<b>Lecturers:</b> Emeritus Prof. Dr. Mirko Vasiljević, Prof. Dr. Pedro Telles, Doc. Dr. Maša Mišković			
<b>Course status:</b> mandatory			
<b>Number of ECTS:</b> 5			
<b>Requirements:</b> /			
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- to introduce students to the types of disputes that arise during the various stages of public procurement;</li> <li>- to introduce students to the role that ‘best value’ methodology can play in the prevention and resolution of procurement disputes;</li> <li>- to introduce students to the positive roles that alternative dispute resolution can play;</li> <li>- to learn how to ensure that procurements are conducted so as to obtain maximum value for the money spent.</li> </ul>			
<b>Course results:</b> 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. Also, they will acquire knowledge and skills in dispute resolutions.			
<b>Course content:</b> <ul style="list-style-type: none"> <li>- investigations of disputes in public procurement,</li> <li>- disputes in various stages of public procurement from planning to contract award,</li> <li>- disputes during the execution of the contract,</li> <li>- methods of preventing and resolving disputes,</li> <li>- achieving „value for money“,</li> <li>- Canadian federal procurement system,</li> <li>- the role of the procurement ombudsman in Canada,</li> <li>- experience in Canada in resolving contractual disputes,</li> <li>- reviewing the contract award process,</li> <li>- research of available dispute resolution methods,</li> <li>- case studies.</li> </ul>			
<b>Literature:</b>  <u>Basic:</u> <ul style="list-style-type: none"> <li>- Klingler, D., Telles, P., „Non-compliance with Government Contract Terms : A Comparative View on Procurement Regulation and Contractual Remedies“, in: Dragos, D., Halonen, K-M., Neamtu, B., Treumer, S., <i>Contract Changes: The Dark Side of EU Procurement Law</i>, Cheltenham : Edward Elgar Publishing, 2023, pp. 48-67.</li> <li>- Telles, P., „Public Contract Modifications in England, Wales, and Northern Ireland“, in: Dragos, D., Halonen, K-M., Neamtu, B., Treumer, S., <i>Contract Changes: The Dark Side of EU Procurement Law</i>,</li> </ul>			

Cheltenham : Edward Elgar Publishing, 2023, pp. 109-124.

Additional:

- Vasiljević M., Jevremović Petrović T., *Corporations and Partnerships in Serbia*, Alpen aan den Rijn: Wolters Kluwer, cop. 2022.
- Gordon, D. I., „Constructing a Bid Protest Process: Choices Every Procurement Challenge System Must Make“, *Public Contract Law Journal*, No. 3/2006, pp. 427-445.
- Schooner, S. L., „Desiderata: Objectives for a System of Government Contract Law“, *Public Procurement Law Review*, No. 11/2002, pp. 103-112.

<b>Number of lectures – active classes: 60</b>	Theoretical classes: 30	Other types of classes: 30
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**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 100)**

<b>Pre-exam obligations</b>	Points	<b>Final Exam</b>	Points
Participation in class	30	Written exam	40
Case studies analysis	30		

<b>Program: Master in Public Procurement Management</b>			
<b>Course title: COMPETITION AND PROCUREMENT</b>			
<b>Lecturers:</b> Prof. Dr. Nicola Dimitri, Prof. Dr. Dušan Popović, Dr. Robert Moldén			
<b>Course status:</b> mandatory			
<b>Number of ECTS:</b> 5			
<b>Requirements:</b> /			
<b>Aims of the course:</b>			
<ul style="list-style-type: none"> <li>- understanding the efficiency properties of competition;</li> <li>- getting the ability to identify the structural conditions and the conduct of firms that may impair competition;</li> <li>- introducing the main concepts of European Competition Law and their interplay with public procurement;</li> <li>- mastering the main techniques that reduce the risk of collusion in Public Procurement by leveraging on the enforcement and coordination problems of anticompetitive behaviors.</li> </ul>			
<b>Course results:</b>			
Students will be familiar with the main concepts of European Competition Law and the efficiency properties of competition. Students will be able to recognize the structural conditions and behaviors of companies that can distort competition.			
<b>Course content:</b>			
<ul style="list-style-type: none"> <li>- review of competition law in the EU,</li> <li>- the legal regime of anti-competitive agreements,</li> <li>- features of competition efficiency,</li> <li>- allocative, production and dynamic efficiency,</li> <li>- the concept of the relevant antimonopoly market,</li> <li>- introduction to collusion theory</li> <li>- concepts of European competition law and their relationship with public procurement,</li> <li>- the main techniques and coordination of anti-competitive behavior,</li> <li>- abuse of a dominant position in the context of public procurement.</li> </ul>			
<b>Literature:</b>			
<u>Basic:</u>			
- Moldén, R., <i>Competition Law or the New Competition Principle of Public Procurement Law – Which is the More Suitable Legal Instrument for Making Public Procurement More Pro-Competitive?</i> , Dissertation for the Degree of Doctor of Laws, LL.D., Stockholm School of Economics, 2021.			
- Popović D. V., „Competition Rules in Free Trade Agreements that Bind the SEE Countries: A Rose Without Thorns?“ in: Popović, D. V. (ed.), <i>Legal Implications of Trade Liberalization under SAAs and CEFTA</i> , University of Belgrade Faculty of Law, 2018, pp. 175-190.			
- Dimitri N., „Joint Public Procurement Colloquium“, in: Piga G., Tátrai T., <i>Law and Economics of Public Procurement Reforms</i> , Routledge, 2017.			
<u>Additional:</u>			

<ul style="list-style-type: none"><li>- Buccirossi, P. (ed.), „Leniency and Whistleblowers in Antitrust“, in: Bucirossi, P. (ed.), <i>Handbook of Antitrust Economics</i>, chapter 12, M.I.T. Press, 2008.</li><li>- Dimitri, N., Piga, G., Spagnolo, G. (eds.), <i>Handbook of Procurement</i>, Cambridge University Press, 2006.</li></ul>			
<b>Number of lectures – active classes:</b> 60		Theoretical classes: 30	Other types of classes: 30
<b>Instruction method:</b> 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.			
<b>Grading system (maximum number of points 100)</b>			
<b>Pre-exam obligations</b>	Points	<b>Final Exam</b>	Points
Participation in class	30	Written exam	40
Case studies analysis	30		

<b>Program: Master in Public Procurement Management</b>			
<b>Course title: PLANNING AND MANAGEMENT OF PROCUREMENT OPERATIONS</b>			
<b>Lecturers:</b> Prof. Dr. Annamaria La Chimia, Veljko Sikirica, Aisha Nadar Other types of teaching: Prof. Dr. Zoran Tomić			
<b>Course status:</b> mandatory			
<b>Number of ECTS:</b> 5			
<b>Requirements:</b> /			
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- understanding of the project cycle, the way of organization of different phases of the project cycle and deliverables of each phase;</li> <li>- gaining the knowledge and skills about moving from the programme to the implementation of the projects;</li> <li>- familiarization with the procurement plan, its main characteristics and options for the implementation of works;</li> <li>- training for the interpretation and realization of the main types of works contracts;</li> <li>- mastering standard procurement procedures for works contracts;</li> <li>- acquiring knowledge about the key factors of managing the works contract.</li> </ul>			
<b>Course results:</b> Students will be able to recognize the different phases of the project cycle. Also, they will be able to apply knowledge about procurement, the subject of which are works, with special reference to the main types of works contracts and defining and formulating a comprehensive procurement strategy.			
<b>Course content:</b> <ul style="list-style-type: none"> <li>- public procurement management in the implementation of public works,</li> <li>- phases of the project cycle and the results of each phase,</li> <li>- project implementation,</li> <li>- procurement plan and its basic characteristics,</li> <li>- options for realization of works,</li> <li>- the main types of works contracts,</li> <li>- standard procurement procedures for works contracts,</li> <li>- key factors of works contract management,</li> <li>- defining and formulating a comprehensive procurement strategy,</li> <li>- referential case studies – practical examples.</li> </ul>			
<b>Literature:</b>  <u>Basic:</u> <ul style="list-style-type: none"> <li>- Piga, G., Castelli, A., Tátrai, Saussier, S., <i>The Challenges of Public Procurement Reforms</i>, Routledge, 2020.</li> <li>- Albano, G. L., Nicholas, Ch., <i>The Law and Economics of Framework Agreements – Designing Flexible Public Procurement Solutions</i>, Cambridge University Press, 2016.</li> <li>- Sikirica, V., „Procurement for Sustainable Development – A View from Multilateral Development Banks“, in: Piga, G., Tátrai, T. (eds.), <i>Public Procurement Policy</i>, Routledge, 2015, DOI: <a href="https://doi.org/10.4324/9781315686356">https://doi.org/10.4324/9781315686356</a>.</li> </ul> <u>Additional:</u> <ul style="list-style-type: none"> <li>Case studies – practical examples:               <ul style="list-style-type: none"> <li>- Sikirica, V., <i>Tariff Structure Study of Latin American and Caribbean Countries</i> (comparative&amp;data base).</li> <li>- Sikirica, V., <i>Integrated Strategic Planning Study for: Guyana</i>.</li> <li>- Sikirica, V., <i>Integrated Strategic Planning Study for Jamaica</i>.</li> </ul> </li> </ul>			

<ul style="list-style-type: none"> <li>- Sikirica, V., <i>Integrated Strategic Planning Study for Paraguay</i>.</li> <li>- Sikirica, V., <i>Integrated Strategic Planning Study for Haiti</i>.</li> <li>- Sikirica, V., <i>Integrated Strategic Planning Study for Bahamas</i>.</li> <li>- Sikirica, V., <i>Integrated Strategic Planning Study for Suriname</i>.</li> <li>- Sikirica, V., <i>Least-Cost Generation Expansion Studies</i>.</li> <li>- Sikirica, V., <i>Value for Money in Procurement for Sustainable Development</i>, Peru, IADB.</li> </ul>			
<b>Number of lectures – active classes:</b> 60		Theoretical classes: 30	Other types of classes: 30
<b>Instruction method:</b> 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.			
<b>Grading system (maximum number of points 100)</b>			
<b>Pre-Exam obligations</b>	Points	<b>Final Exam</b>	Points
Participation in class	30	Written exam - Students are evaluated based on the results of their long term individual assignment	40
Case studies analysis	30		

<b>Program: Master in Public Procurement Management</b>
<b>Course title: NEGOTIATION AND TEAM BUILDING</b>
<b>Lecturers:</b> Prof. Emeritus Dr. Sima Avramović, Paolo Augugliaro
<b>Course status:</b> optional
<b>Number of ECTS:</b> 3
<b>Requirements:</b> /
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- mastering the main negotiation strategies and techniques;</li> <li>- getting 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);</li> <li>- developing the knowledge and skills as well as strengthening of awareness about personal negotiation aptitudes that are generally used with the counterpart;</li> <li>- getting the ability to lead a negotiation through the integration (win-win) model based on the Fisher and Ury's theory;</li> <li>- developing the ability to recognize and neutralize the unfair tactics that the counterpart can use.</li> </ul>
<b>Course results:</b> Students will develop 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 by the counterpart.
<b>Course content:</b> <ul style="list-style-type: none"> <li>- 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 the best, realistic, and worst acceptable targets; common mistakes to be avoided.</li> <li>- 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.</li> <li>- 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.</li> <li>- Gross margin: how much buyers are available to pay and how much sellers usually charge.</li> <li>- Award criteria for contracts: the lowest price or the economically most advantageous tender (qualitative, technical, sustainable and economic aspects of the tender).</li> <li>- Variables impacting the outcome of the negotiation.</li> <li>- The relationship between the Product Classification Matrix (Kraljic) and the content and structure of the relevant contract.</li> <li>- Presentation of a few contracts clauses reflecting the different type of relationships that can be established between buyer and supplier.</li> </ul>



- Exercise (Group Role Play): „The inheritance division“, „The Union Agreement“, „The Prisoner's Dilemma“, „The Tecnomax Case“.
- Questionnaire: „My Negotiation Style Profile“

**Literature:**

Basic:

- Augugliaro, P., Majer, V., Rubini, V., Favaro, F., *Assesment Center E Sviluppo Manageriale*, FrancoAngeli, Milano, 2021.
- Schopenhauer, A., *The Art of Being Right*, Notion Press, 2019.

Additional:

Case studies – practical examples.

<b>Number of lectures-active classes:</b> 30	<b>Theoretical classes:</b> 30	
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**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.

<b>Grading system (maximum number of points 100)</b>			
<b>Pre-exam obligations</b>	Points	<b>Final Exam</b>	Points
Participation in class	20	Written exam	40
Analysis of practical examples	30		
Questionnaire for self-assessment of personal behavior style	10		

<b>Program: Master in Public Procurement Management</b>			
<b>Course title: ECONOMICS OF PROCUREMENT</b>			
<b>Lecturers:</b> Prof. Dr. Nicola Dimitri, Prof. Dr. Elisabetta Iossa, Prof. Dr. Annalisa Castelli			
<b>Course status:</b> optional			
<b>Number of ECTS:</b> 3			
<b>Requirements:</b> /			
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- developing knowledge and skills for efficient procurement design from an economic aspect,</li> <li>- introduction to the characteristics of centralization in public procurement,</li> <li>- understanding of the advantages and disadvantages of auction and negotiation,</li> <li>- mastering the rules and formulas for awarding contracts,</li> <li>- understanding the concept of “best value for money”,</li> <li>- getting knowledge regarding ways to prevent corruption in public procurement.</li> </ul>			
<b>Course results:</b> Students will master the knowledge and skills needed to shape efficient public procurement from an economic aspect. In particular, they will be able to define advantages and disadvantages when deciding on an auction or negotiation, to formulate ranking rules, to understand the concept of “best value for money”, to detect illegal behavior and prevent corruption.			
<b>Course content:</b> <ul style="list-style-type: none"> <li>- strategic tools for procurement procedures,</li> <li>- centralization,</li> <li>- procurement contracting strategies,</li> <li>- choice between auction and negotiation,</li> <li>- efficient procurement design,</li> <li>- incentive measures for negotiation,</li> <li>- basic rules of structuring and selection process in public procurement,</li> <li>- tender formats,</li> <li>- participation of aggregations or companies,</li> <li>- division into parts,</li> <li>- rules and formulas for awarding contracts,</li> <li>- prevention of corruption in public procurement.</li> </ul>			
<b>Literature:</b>  <u>Basic:</u> <ul style="list-style-type: none"> <li>- Piga, G., <i>Principles of Microeconomics</i>, Giappichelli, 2022.</li> </ul>			

- Dimitri N., „Last Minute Only Bidding is Implausible in E-Bay Sealed Bid Type-of-Auctions“, *Electronic Commerce Research*, No. 22/2022, pp. 225-239, DOI: <https://doi.org/10.1007/s10660-022-09550-y>.
- Dimitri, N., „Intellectual Property Rights in the EU Pre-Commercial Procurement for Innovation“, *Journal of Strategic Contracting and Negotiation*, No. 3/2020, pp. 186-199, DOI: <https://doi.org/10.1177/2055563620932895>.
- Castelli A., „Embedding Distributed Systems into Organizations: How Blockchain Reinforces Transparency and Accountability in PA's New Governance Models“, in: Stachowicz-Stanusch A., Mercurio L., *The Social Issue in Contemporary Society: relations between Companies, Public Administrations and People*, Information Age Publishing, Charlotte, NC, USA, 2019.
- Piga, G., Tátrai, T., *Public Procurement Policy. The Economics of Legal Relationships*, (Compendium of the articles of the First Interdisciplinary Symposium on Public Procurement), Routledge, 2016.

**Additional:**

- Decarolis, F., De Rassenfosse, G., Iossa, E., Giuffrida, L.M., Mollisi, V., Raiteri E., Spagnolo, G., „Buyers' Role in Innovation Procurement“, *Journal of Economics & Management Strategy*, No. 4/2021, pp. 697-720.
- Piga, G., Thai, K., Malgarini, M., *The Economics of Public Procurement (Central Issues in Contemporary Economic Theory and Policy)*, Palgrave, Macmillan, 2007.
- Dimitri, N., Piga, G., Spagnolo, G. (eds.), *Handbook of Procurement*, Cambridge University Press, 2006.
- Case studies – practical examples.

Number of lectures-active classes: 30		Theoretical classes: 30	
<b>Instruction method:</b> 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.			
<b>Grading system (maximum number of points 100)</b>			
<b>Pre-exam obligations</b>	Points	<b>Final Exam</b>	Points
Participation in class	30	Written exam	30
Case studies analysis	40		

<b>Program: Master in Public Procurement Management</b>
<b>Course title: INTERNATIONAL FINANCIAL INSTITUTIONS' PROCUREMENT PROCEDURES</b>
<b>Lecturers:</b> Prof. Dr. Maja Lukić Radović, Prof. Dr. Marko Jovanović, Veljko Sikirica, procurement professionals from International Financial Institutions (EBRD, EIB, WB, CEB)
<b>Course status:</b> optional
<b>Number of ECTS:</b> 3
<b>Requirements:</b> /
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- understanding the importance of procurement for projects of international financial institutions;</li> <li>- familiarization with procurement policies and rules in international financial institutions;</li> <li>- understanding of the advantages of valid procurement and policies of international financial institutions in procurement;</li> <li>- getting knowledge on the ways how to identify the main procurement issues during project implementation in reality;</li> <li>- understanding of the role of international financial institutions in procurement supervision;</li> <li>- mastering contract management techniques and strategic instruments within the context of international public procurement procedures and empirical evidence;</li> <li>- acquiring knowledge and skills for adequate capacity and risk assessment.</li> </ul>
<b>Course results:</b> Students will gain the knowledge about procurement policies and rules of the major IFIs and they will understand the roles played by such institutions during the different phases of the procurement process.

**Course content:**

- policies, principles and procurement rules of major international financial institutions (EBRD, EIB, WB, CEB);
- ongoing reforms of procurement policies of international financial institutions;
- exceptions to the application of the rules;
- project planning;
- project implementation and contract management in accordance with policies and procedures of international financial institutions;
- cost estimation and budget preparation;
- methodology for capacity and risk assessment;
- selection of consultants;
- concessions;
- types of procurement procedures;
- the role of international financial institutions in procurement supervision;
- contract management techniques and strategic instruments in international public procurement;
- case studies.

**Literature:**Basic:

- Piga, G., Castelli, A., Saussier, S., Tátrai, T. (eds.), *The Challenges and Public Procurement Reforms*, Routledge, 2020.
- Publications of FIDIC (International Federation of Consulting Engineers): FIDIC Procurement Procedures Guide 1st Ed, FIDIC Conditions of Contract for Underground, FIDIC Underground Works Contract, FIDIC Contracts Guide, FIDIC Construction Contract 2nd Ed.

Additional:

- Jovanović, M., „Forever Young: The Gap-Filling Mechanism of the CISG As a Factor of Its Modernization“, *Balkan Yearbook of European and International Law* 2020, pp. 41-60.
- The World Bank: Project Procurement - Policies, Guidelines, Documents for Projects Before July 2016, available at: <https://projects.worldbank.org/en/projects-operations/products-and-services/brief/procurement-policies-and-guidance>.
- The World Bank, Procurement Framework for IPF Projects - For Projects after July 1, 2016, available at: <https://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework>
- Council of Europe Bank, Guidelines on the internal procurement of services, supplies and works by the CEB, available at: [https://coebank.org/media/documents/Procurement\\_of\\_services\\_supplies\\_and\\_works\\_2014.pdf](https://coebank.org/media/documents/Procurement_of_services_supplies_and_works_2014.pdf)

**Number of lectures-active classes:** 30

Theoretical classes: 30

**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 100)**

Pre-exam obligations	Points	Final Examination	Points
Participation in class	30	The evaluation will be based on class participation, homework, individual and group case studies	40
Case studies analysis	30		

**Program: Master in Public Procurement Management****Course title: SUSTAINABILITY AND INNOVATION****Lecturers:** Prof. Dr. Alessandro Ancarani, Prof. Dr. Vuk Radović**Course status:** optional**Number of ECTS:** 3**Requirements:** /**Aims of the course:**

- understanding the concept of sustainable procurement;
- familiarization with the key concepts of sustainable procurement;

<ul style="list-style-type: none"> <li>- understanding of the sustainable procurement as an instrument for social responsibility of public organizations;</li> <li>- introduction to the concept of green procurement;</li> <li>- mastering how to create an action plan for sustainable procurement;</li> <li>- understanding how public procurement can contribute to more innovative activity in the industry, including creating a market for innovative products and services, in accordance with internationally accepted principles/standards for public procurement.</li> </ul>
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**Course results:**

Students will master the key concepts of sustainable procurement. They will also be capable to define clearly the type of goals within organizations in order to correctly address the sustainability challenge, as well as to understand how public procurement contributes to creation of the market for innovative products and services.

**Course content:**

- 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.

**Literature:**

Basic:

- Ali, S. M., *et al.*, „Development Goals towards Sustainability“, *Sustainability* 15, No. 12/2023: 9443, DOI: <https://doi.org/10.3390/su15129443>.
- Zheng, S., Appolloni, A., Lin, H., Ding, X., „Configuration Analysis of the Innovation Pathway of Gerontechnological Enterprises under the Market-Organization-Technology Perspective“, *European Journal of Innovation Management*, 2023, DOI: <https://doi.org/10.1108/EJIM-03-2023-0209>.
- Arcidiacono, F., Ancarani, A., Di Mauro, C., Schupp, F., „The Role of Absorptive Capacity in the Adoption of Smart Manufacturing“, *International Journal of Operations & Production Management*, No. 6/2022, pp. 773-796.

Additional:

- Dimitri, N., „Some Law & Economics Considerations on the EU Pre-Commercial Procurement of Innovation“, in: Piga, G., Treumer, S. (eds.), *The Applied Law and Economics of Public Procurement*, Routledge, 2012.
- Referential case studies – practical examples.

Number of lectures-active classes: 30	Theoretical classes: 30	
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**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 100)**

Pre-exam obligations	Points	Final Examination	Points
Participation in class	30	Written Exam	40
Case studies analysis	30		

**Program: Master in Public Procurement Management**

**Course title: LOGISTICS**

**Lecturers:** Prof. Dr. Corrado Cerruti

**Course status:** optional

**Number of ECTS:** 3

**Requirements:** /

**Aims of the course:**

- introducing students to the basic instruments for designing, planning or evaluating logistics strategy;
- acquiring a general approach for optimizing the flow of goods and information;

<ul style="list-style-type: none"><li>- understanding of the interrelationships of procurement and logistics;</li><li>- mastering knowledge and skills for successful solving of the challenges of logistics in the public sector.</li></ul>				
<b>Course results:</b> Students will master the tools for designing, planning or evaluating logistics strategy and will understand the tools for solving the most critical logistics problems. They will be familiar with the latest trends in procurement that are conditioned by macroeconomic and political factors as well as the legal framework. Also, they will gain knowledge about the application of new technologies and digitalization in the procedure of public procurement.				
<b>Course content:</b> <ul style="list-style-type: none"><li>- transport management,</li><li>- warehouse and facility location management,</li><li>- inventory management,</li><li>- customer service strategies,</li><li>- key aspects and drivers of logistics performance,</li><li>- challenges of logistics management in the private and public sector,</li><li>- uses integrations within supply chains between logistics and procurement,</li><li>- case studies.</li></ul>				
<b>Literature:</b>				
<u>Basic:</u> <ul style="list-style-type: none"><li>- Skipworth, H., Bastl, M., Cerruti, C., Mena, C., „Supply networks for extreme uncertainty: a resource orchestration perspective“, <i>International Journal of Operations &amp; Production Management</i>, No. 43/2023, pp. 677-711, DOI: 10.1108/IJOPM-05-2022-0314.</li><li>- Grieco, C., Cerruti, C., „Managing Co-Creation in Innovative Business Models: The Case of Sharing Economy“, <i>Sinergie, Italian Journal of Management</i>, 2018, pp. 109-125, DOI: 10.7433/s106.2018.06.</li><li>- Binci, D., Cerruti, C., Braganza, A., „Do Vertical and Shared Leadership Need Each Other in Change Management?“, <i>Leadership &amp; Organization Development Journal</i>, No. 37/2016, pp. 558-578, DOI: 10.1108/LODJ-08-2014-0166.</li></ul>				
<u>Additional:</u> <ul style="list-style-type: none"><li>- Dimitri, N., Piga, G., Spagnolo, G. (eds.), <i>Handbook of Procurement</i>, Cambridge University Press, 2006.</li><li>- Referential case studies – practical examples.</li></ul>				
<b>Number of lectures-active classes:</b> 30		Theoretical classes: 30		
<b>Instruction method:</b> 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.				
<b>Grading system (maximum number of points 100)</b>				
<b>Pre-exam obligations</b>		<b>Points</b>	<b>Final Examination</b>	<b>Points</b>
Participation in class		30	Written Exam	40
Case studies analysis		30		

<b>Program: Master in Public Procurement Management</b>
<b>Course title: EMERGING ISSUES IN PROCUREMENT</b>
<b>Lecturers:</b> Prof. Dr. Gustavo Piga, Prof. Dr. Jakob Edler, Doc. Dr. Novak Vujičić
<b>Course status:</b> optional
<b>Number of ECTS:</b> 3
<b>Requirements:</b> /
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- familiarization with the latest trends in procurement that are conditioned by macroeconomic and political factors as well as the legal framework;</li> <li>- mastering knowledge and skills for the application of new technologies and digitization in the process of public procurement.</li> </ul>
<b>Course results:</b> Students will acquire general knowledge about the most current topics and issues that are gaining importance in the procurement function in organizations with a special emphasis on contract management and mitigating the risks that are present in the procurement process.
<b>Course content:</b> <ul style="list-style-type: none"> <li>- innovation as a strategic procurement instrument,</li> <li>- urgent procurement,</li> </ul>

<ul style="list-style-type: none"><li>- digitization and technology,</li><li>- automation,</li><li>- long procedure,</li><li>- data unreliability,</li><li>- contract management,</li><li>- risk mitigation,</li><li>- compliance with the terms of the contract.</li></ul>			
<b>Literature:</b>			
<u>Basic:</u>			
<ul style="list-style-type: none"><li>- Edler, J., „Demand, Public Procurement and Transformation“, <i>MioIR Working Paper Series</i>, No. 2023/03, Manchester Institute of Innovation Research, available at: <a href="https://documents.manchester.ac.uk/display.aspx?DocID=67078">https://documents.manchester.ac.uk/display.aspx?DocID=67078</a>.</li><li>- Rath D., Vörösmarty G., Tátrai T., „Gender Issues in Procurement: A Review of Current Themes and Future Research Directions“, <i>Vezetéstudomány / Budapest Management Review</i>, No. 11/2023, pp. 40-51, DOI: <a href="https://doi.org/10.14267/VEZTUD.2023.11.04">https://doi.org/10.14267/VEZTUD.2023.11.04</a>.</li><li>- Piga, G., Castelli, A., Saussier, S., Tátrai, T. (eds.), <i>The Challenges and Public Procurement Reforms</i>, Routledge, 2020.</li></ul>			
<u>Additional:</u>			
<ul style="list-style-type: none"><li>- Boon, W., Edler, J., „Demand, Challenges, and Innovation. Making Sense of New Trends in Innovation Policy“, <i>Science and Public Policy</i>, No. 4/2018, pp. 435-447.</li><li>- Referential case studies – practical examples.</li></ul>			
<b>Number of lectures-active classes:</b> 30		<b>Theoretical classes:</b> 30	
<b>Instruction method:</b>			
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.			
<b>Grading system (maximum number of points 100)</b>			
<b>Pre-exam obligations</b>	<b>Points</b>	<b>Final Examination</b>	<b>Points</b>
Participation in class	30	Written Exam	40
Case studies analysis	30		

<b>Program: Master in Public Procurement Management</b>
<b>Course title: DIGITAL PROCUREMENT</b>
<b>Lecturers:</b> Prof. Dr. Pedro Telles, Prof. Dr. Vuk Cucić, Dr. Isabel Maria Mexia Esteves da Rosa
<b>Course status:</b> optional
<b>Number of ECTS:</b> 3
<b>Requirements:</b> /
<b>Aims of the course:</b>
<ul style="list-style-type: none"> <li>- introduction to the changes and challenges introduced by new Directives of the European Union in the field of e- procurement;</li> <li>- gaining knowledge about different phases of the electronic public procurement life cycle;</li> <li>- gaining knowledge about the main electronic public procurement business models;</li> <li>- definition of key performance indicators (KPIs).</li> </ul>
<b>Course results:</b>
Students will master knowledge about digital procurement and its lifecycle. They will also master the main business models internationally used to conduct electronic procurement.
<b>Course content:</b>
<ul style="list-style-type: none"> <li>- Process modeling</li> <li>- Tools and platforms</li> <li>- Accessibility and security</li> <li>- How to evaluate the situation of e-public procurement in each country</li> <li>- Networking of suppliers and procurers</li> <li>- Reputation assessment and sourcing</li> <li>- Multi criteria models supported by e-procurement to select candidates and to evaluate tenders.</li> <li>- Procurement Intelligence</li> <li>- Performance based contracting</li> <li>- Electronic Business Models</li> <li>- National registers (example of Portuguese case)</li> </ul>

<ul style="list-style-type: none"><li>- Public Procurement KPIs</li><li>- The measurement of performance e its dimensions</li><li>- The effects of the use of e-procurement on the performance of the public procurement systems</li><li>- Why e-procurement and centralization are complementary</li><li>- Centralization and performance</li><li>- The issue of measurement of savings</li><li>- MEF-ISTAT survey: methodology and results</li></ul>			
<b>Literature:</b>			
<u>Basic:</u>			
<ul style="list-style-type: none"><li>- Telles, P., „Looking Into the Public Procurement Data Space and eForms“, <i>Public Procurement Law Review</i>, No. 1/ 2024, pp. 14-27.</li><li>- Telles, P., „Existing and Potential Use Cases for Blockchain in Public Procurement“, <i>European Procurement &amp; Public Private Partnership Law Review</i>, No. 3/2022, pp. 179-189.</li><li>- Catarino, J., Rosa, I., Da Silva, M. M., „Defining the Chief Digital Officer Using COBIT 5“, <i>ISACA Journal</i>, No. 6/2018, available at: <a href="https://www.isaca.org/resources/isaca-journal/issues/2018/volume-6/defining-the-chief-digital-officer-using-cobit-5">https://www.isaca.org/resources/isaca-journal/issues/2018/volume-6/defining-the-chief-digital-officer-using-cobit-5</a>.</li><li>- Rosa, I., Almeida, J., „Digital Transformation in the Public Sector: Electronic Procurement in Portugal“, in: Shakya R. K. (ed.), <i>Digital Governance and E-Government Principles Applied to Public Procurement</i>, pp. 99-125, IGI Global, 2017, DOI: 10.4018/978-1-5225-2203-4.ch005.</li></ul>			
<u>Additional:</u>			
<ul style="list-style-type: none"><li>- Da Rosa, I., <i>Governance of Digital Transformation in the Public Sector: The case of Public E-Procurement in Europe</i>, doctoral thesis, Universidade de Lisboa, Instituto Superior Técnico, Lisbon, 2018.</li><li>- Cucić, V., „Europeanization of General Administrative Procedure in Serbia“, <i>Review of Central and East European Law</i>, No. 2/2021, pp. 153-178.</li><li>- Referential case studies – practical examples.</li></ul>			
<b>Number of lectures-active classes:</b> 30		Theoretical classes: 30	
<b>Instruction method:</b>			
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.			
<b>Grading system (maximum number of points 100)</b>			
<b>Pre-exam obligations</b>	Points	<b>Final Examination</b>	Points
Participation in class	30	Written exam	40
Case studies analysis	30		

<b>Program: Master in Public Procurement Management</b>
<b>Course title: GREEN PROCUREMENT</b>
<b>Lecturers:</b> Prof. Dr. Mariangela Zoli, Prof. Dr. Alessio D’Amato
<b>Course status:</b> optional
<b>Number of ECTS:</b> 3
<b>Requirements:</b> /
<b>Aims of the course:</b>
<ul style="list-style-type: none"><li>- introduction to the market failures related to environmental problems and with the idea of available policy instruments for state intervention,</li><li>- providing knowledge about sustainable procurement,</li><li>- observing the connections between green procurement, management tools, sustainability and environmental protection policy instruments,</li><li>- understanding the functioning of the environmental management system and its importance for green public procurement.</li></ul>
<b>Course results:</b>
Students will be introduced to environmental definitions, they will gain knowledge about management concepts and systems, sustainability issues in public procurement, the concept of life cycle costs and environmental labels.
<b>Course content:</b>
<ul style="list-style-type: none"><li>- political space for sustainable public procurement (with examples from the EU, the World Trade Organization Agreement on Government Procurement, the UNCITRAL Model Law, the World Bank and the OECD),</li><li>- criteria of environmental, social and economic performance during the procurement life cycle,</li></ul>

<ul style="list-style-type: none"> <li>- strategic and innovative public procurement,</li> <li>- identifying and measuring environmental, social and economic risks and opportunities,</li> <li>- sustainable asset valuation (SAVi) and introduction to causal loops and systems thinking,</li> <li>- sustainable financial instruments and opportunities for public procurement</li> <li>- the method of financing sustainable projects and sustainable procurement,</li> <li>- institutions that can be helpful and instruments that are most often used,</li> <li>- sustainable infrastructure based on nature: opportunities for public procurement and innovation,</li> <li>- nature-based infrastructure and its importance,</li> <li>- the importance of public procurement for a sustainable and resilient recovery after the COVID-19 pandemic.</li> </ul>
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#### Literature:

##### Basic:

- Liu, W., Cao, Y., Hou, J., Cheng, Y., Chan, H. K., Tang, O., „Green Procurement or Green Supply? A Meta-Analysis of Their Impacts on Firm Sustainability Performance“, *International Journal of Logistics Research and Applications*, 2024, pp. 1–35, DOI: <https://doi.org/10.1080/13675567.2024.2351027>.
- Sapir, A., Schraepen, T., Tagliapietra, S., „Green Public Procurement: A Neglected Tool in the European Green Deal Toolbox?“, *Intereconomics*, No. 3/2022, pp. 175-178.
- Pouikli, K., „Towards Mandatory Green Public Procurement (GPP) Requirements under the EU Green Deal: Reconsidering the Role of Public Procurement as an Environmental Policy Tool“, *ERA Forum*, No. 21/2021, pp. 699-721.
- D'Amato A., Giaccherini M., Zoli M., „The Role of Information Sources and Providers in Shaping Green Behaviors. Evidence from Europe“, *Ecological Economics*, No. 164/2019, pp. 106-292.

##### Additional:

- European Commission (2022c), Green and Sustainable Public Procurement, [https://ec.europa.eu/environment/gpp/versus\\_en.htm](https://ec.europa.eu/environment/gpp/versus_en.htm) (14 February 2022).
- European Commission (2022d), GPP Good Practice, [https://ec.europa.eu/environment/gpp/case\\_group\\_en.htm](https://ec.europa.eu/environment/gpp/case_group_en.htm) (14 February 2022).
- Wang, Q., Wang, Sh., Zhang, M., Bu, Z., Liu, J., „Green Public Procurement as a Promoter for Green Consumption: From the Perspective of Individual's Knowledge“, *Cleaner and Responsible Consumption*, No. 3/2021, 100035, DOI: <https://doi.org/10.1016/j.clrc.2021.100035>.
- Rosell, J., „Getting the Green Light on Green Public Procurement: Macro and Meso Determinants“, *Journal of Cleaner Production*, No. 279/2021, 123710, DOI: <https://doi.org/10.1016/j.jclepro.2020.123710>.
- Cheng W., Appolloni A., D'Amato A., Zhu Q., „Green Public Procurement, Missing Concepts and Future Trends – A Critical Review“, *Journal of Cleaner Production*, No. 176/2018, pp. 770-784.
- D'Amato A., Valentini E., Zoli M., „Tradable Quota Taxation and Market Power“, *Energy Economics*, No. 63/2017, pp. 248-252.
- Referential case studies – practical examples.

<b>Number of lectures-active classes:</b> 30	<b>Theoretical classes:</b> 30	
<b>Instruction method:</b> 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.		
<b>Grading system (maximum number of points 100)</b>		
<b>Pre-exam obligations</b>	<b>Points</b>	<b>Final Examination</b>
Participation in class	30	Written exam
Case studies analysis	30	40

<b>Program: Master in Public Procurement Management</b>
<b>Course title: STRATEGIC PROCUREMENT AND QUALITY MANAGEMENT</b>
<b>Lecturers:</b> Prof. Dr. Alessandro Ancarani, Prof. Dr. Tatjana Jovanić
<b>Course status:</b> optional
<b>Number of ECTS:</b> 3
<b>Requirements:</b> /
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- mastering the knowledge and skills for implementing strategic procurement in order to achieve economic, social and environmental sustainability;</li> <li>- introducing students to stakeholder theory, definition of quality, quality management and quality improvement;</li> </ul>



<ul style="list-style-type: none"> <li>- getting knowledge about ISO 9001 certification and its relationship with procurement;</li> <li>- getting the ability to measure customers' satisfaction;</li> <li>- introducing students to quality control;</li> <li>- introducing students to the business excellence model of the European Foundation for Quality Management (EFQM);</li> <li>- consideration of the position of small and medium-sized enterprises in public procurement;</li> <li>- understanding the concept of value for the customer, the concept of value for money and the concept of public value.</li> </ul>
<p><b>Course results:</b></p> <p>Students will acquire the necessary knowledge and skills to implement strategic procurement that enables economic, social and environmental sustainability. They will be able to measure customer satisfaction and understand the concepts of customer value, public value and value for money. Also, they will acquire appropriate knowledge in the field of quality management.</p>
<p><b>Course content:</b></p> <ul style="list-style-type: none"> <li>- the role and importance of procurement,</li> <li>- market analysis,</li> <li>- stakeholder theory,</li> <li>- strategic procurement for economic, social and environmental sustainability,</li> <li>- defining quality,</li> <li>- quality management,</li> <li>- quality improvement,</li> <li>- quality control,</li> <li>- ISO 9001 certification and its relationship with procurement,</li> <li>- measuring customer satisfaction,</li> <li>- participation of small and medium-sized enterprises in public procurement,</li> <li>- the concept of public value,</li> <li>- the concept of value for the customer,</li> <li>- direct consultations,</li> <li>- competitive dialogue,</li> <li>- social procurement,</li> <li>- partnership for innovation,</li> <li>- strategies and instruments for public procurement of innovative solutions,</li> <li>- public procurement of innovative solutions and pre-commercial public procurement as tools of innovation policy - functionality and limitations.</li> </ul>
<p><b>Literature:</b></p> <p><u>Basic:</u></p> <ul style="list-style-type: none"> <li>- Selviaridis, K., Luzzini, D., Mena, C., „How Strategic Public Procurement Creates Social Value: Evidence from UK Anchor Institutions“, <i>Public Management Review</i>, 1-29, 2023, DOI: <a href="https://doi.org/10.1080/14719037.2023.2277814">https://doi.org/10.1080/14719037.2023.2277814</a>.</li> <li>- Anin, E. K., Essuman, D., Asare-Baffour, F., Manu, D., Asamany, P. A., „Enhancing Procurement Quality Performance in a Developing Country: The Roles of Procurement Audit and Top Management Commitment“, <i>International Journal of Public Administration</i>, No. 4/2022, pp. 283-294, DOI: <a href="https://doi.org/10.1080/01900692.2022.2116046">https://doi.org/10.1080/01900692.2022.2116046</a>.</li> <li>- Ancarani, A., Arcidiacono, F., Di Mauro, C., Giammanco, M. D., „Promoting Work Engagement in Public Administrations: The Role of Middle Managers' Leadership“, <i>Public Management Review</i>, No. 8/2021, pp. 1234-1263.</li> <li>- Ancarani, A. Di Mauro, C., Hartley, T., Tátrai, T., „A Comparative Analysis of SME Friendly Public Procurement: Results from Canada, Hungary and Italy“, <i>International Journal of Public Administration</i>, No. 13/2019, pp. 1106-1121, DOI: <a href="https://doi.org/10.1080/01900692.2019.1575853">https://doi.org/10.1080/01900692.2019.1575853</a></li> </ul> <p><u>Additional:</u></p> <ul style="list-style-type: none"> <li>- Di Mauro, C., Ancarani, A., Hartley, T., „Unravelling SMEs' Participation and Success in Public Procurement“, <i>Journal of Public Procurement</i>, No. 4/2020, pp. 377-401.</li> <li>- Di Mauro, C., Ancarani, A., Schupp, F., Crocco, G., „Risk Aversion in the Supply Chain: Evidence From Replenishment Decisions“, <i>Journal of Purchasing and Supply Management</i>, No. 4/2020, 100646.</li> <li>- European Commission, 2020, Study on up-take of emerging technologies in public procurement, <a href="https://ec.europa.eu/docsroom/documents/40102">https://ec.europa.eu/docsroom/documents/40102</a>.</li> <li>- Piga, G., Thai, K., Malgarini, M., <i>The Economics of Public Procurement (Central Issues in Contemporary Economic Theory and Policy)</i>, Palgrave Macmillan, 2007.</li> </ul>

- Referential case studies – practical examples.			
Number of lectures – active classes: 30		Theoretical classes: 30	
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 100)			
Pre-exam obligations		Points	Final Examination
Participation in class		30	Written exam
Case studies analysis		30	

<b>Program: Master in Public Procurement Management</b>			
<b>Course title: SOCIAL vs. INNOVATIVE PROCUREMENT</b>			
<b>Lecturers:</b> Prof. Dr. Dobrosav Milovanović, Prof. Dr. Christopher McCrudden, Doc. Dr. Filip Bojić			
<b>Course status:</b> optional			
<b>Number of ECTS:</b> 3			
<b>Requirements:</b> /			
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- introducing to the main concepts of good management,</li> <li>- consideration of the possibility of procurement as a powerful means to encourage environmental and social goals,</li> <li>- getting the ability to analyze the way of looking at the relationship between sustainable development (with a special focus on human rights and environmental issues) and public procurement (that is, where the public sector buys goods and services from the private sector through a contractual relationship),</li> <li>- introduction and analysis of the specifics of procurement of innovative solutions (economic reasoning, prerequisites, obstacles and political support mechanisms),</li> <li>- development of knowledge of the basic concepts necessary to understand the role of procurement as a means of innovation.</li> </ul>			
<b>Course results:</b> Students will acquire knowledge about the procurement of innovative solutions, its economic justification, prerequisites and obstacles, and mechanisms of political support. Also, they will learn to conduct a detailed analysis in the field of human rights through the public procurement cycle. They will be introduced to the basics of good governance and understand the relationship between sustainable development and public procurement.			
<b>Course content:</b> <ul style="list-style-type: none"> <li>- the implications of using procurement on human rights and the environment,</li> <li>- potential restrictions on the commercialization of goods and services due to human rights and environmental obligations,</li> <li>- the possibility of mitigating possible supply shortages,</li> <li>- procurement alternatives and their compliance with human rights and/or ecology,</li> <li>- sources of the legal obligation to use public procurement (existing international and domestic treaties on human rights and the environment or international customary law),</li> <li>- comparison of companies that operate on the basis of public procurement contracts with other companies in terms of their obligations in the field of human rights,</li> <li>- consideration of the dilemma of whether the actions of companies that have contracts with state enterprises can be attributed to the public authority that issues the contract, and are therefore subject to human rights and environmental protection requirements,</li> <li>- mechanisms by which authorities can try to ensure that companies awarded procurement contracts respect human rights,</li> <li>- legal restrictions on the use of procurement and the issue of their compliance,</li> <li>- the connection between the concept of "value for money" and the value of human rights,</li> <li>- innovations,</li> <li>- economic incentives for innovation;</li> <li>- push/pull;</li> <li>- patents and standards;</li> <li>- partnership for innovation,</li> <li>- economic explanation of public procurement of innovative solutions and pre-commercial public procurement as a means of innovation policy,</li> <li>- obstacles and preconditions for the success of public procurement of innovative solutions and pre-commercial public procurement,</li> </ul>			

- policy instruments that support public procurement of innovative solutions and pre-commercial public procurement with an explanation of their functionality and limitations,
- referential case studies – practical examples.

## Literature:

### Basic:

- Edler, J., „Demand, Public Procurement and Transformation“, *MIOIR Working Paper Series*, No. 2023/03, Manchester Institute of Innovation Research, available at: <https://documents.manchester.ac.uk/display.aspx?DocID=67078>.
- Rath D., Vörösmarty G., Tátrai T., „Gender Issues in Procurement: A Review of Current Themes and Future Research Directions“, *Vezetéstudomány / Budapest Management Review*, No. 11/2023, pp. 40-51, DOI: <https://doi.org/10.14267/VEZTUD.2023.11.04>.
- Edler J., Fagerberg J., „Innovation Policy: What, Why, and How“, *Oxford Review of Economic Policy*, No. 1/2017, pp. 2–23, DOI: <https://doi.org/10.1093/oxrep/grx001>.

### Additional:

- Bojić F., „Social security for women with disabilities in the pension and disability insurance system“, in: Kovačević, Lj., Vujadinović, D., Evola, M. (eds.), *Intersectional discrimination of women and girls with disabilities and means of their empowerment*, University of Belgrade, Faculty of Law, 2022. pp. 575-602.
- Milovanović D., Davinić M., Cucić V., „Free Access to Information in Serbia“, in: Dragos, D. C., Kovač, P., Marseille, A. T. (eds.), *The Laws of Transparency in Action – A European Perspective*, Palgrave Macmillan, 2019, pp. 501-541.
- Edler J., Yeow J., „Connecting Demand and Supply: The Role of Intermediation in Public Procurement of Innovation“, *Research Policy*, No. 2/2016, pp. 414-426, DOI: <https://doi.org/10.1016/j.respol.2015.10.010>.
- Referential case studies – practical examples.

Number of lectures – active classes: 30		Theoretical classes: 30	
<b>Instruction method:</b> 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.			
<b>Grading system (maximum number of points 100)</b>			
<b>Pre-Exam obligations</b>	<b>Points</b>	<b>Final Exam</b>	<b>Points</b>
Participation in class	30	Students are evaluated based on the results of their long term individual assignment	40
Case studies analysis	30		

<b>Program: Master in Public Procurement Management</b>
<b>Course title: SPEND MANAGEMENT AND PUBLIC PROCUREMENT</b>
<b>Lecturers:</b> Prof. Dr. Vittorio Cesarotti
<b>Course status:</b> optional
<b>Number of ECTS:</b> 3
<b>Requirements:</b> /
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- acquiring knowledge and skills related to cost control, that is, avoiding the so-called maverick spending beyond targets,</li> <li>- analyzing ways to maximize profits: by means of cost qualification (consistency with goals) and quality (the acquisition process does not produce additional costs),</li> <li>- familiarization with the concept of value creation;</li> <li>- understanding the strategic role of public procurement as the main source of costs,</li> <li>- familiarization with a holistic approach to cost generation activities - coherent definition of goals, policies, control methods.</li> </ul>
<b>Course results:</b> Students will acquire a broad knowledge of how to manage costs from the procurement phase to the payment phase, with the aim of achieving maximum value. Based on a holistic approach to all cost-related activities, they will be able to make strategic decisions in the procurement of goods, goods and services.
<b>Course content:</b>

<ul style="list-style-type: none"> <li>- identifying and monitoring procurement costs,</li> <li>- estimation of total costs,</li> <li>- planning and making the product delivery schedule in accordance with the deadlines,</li> <li>- observation and monitoring of the quality of products and services,</li> <li>- achieving maximum value through cost management from the procurement phase to the payment phase,</li> <li>- use of modern technologies in cost management,</li> <li>- procedures for public procurement of goods, services and works,</li> <li>- maintenance of relations with suppliers,</li> <li>- the role of accounting in avoiding additional costs,</li> <li>- risk analysis,</li> <li>- referential case studies – practical examples.</li> </ul>
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#### Literature:

##### Basic:

- Merisalo, M. *et al.*, „Navigating the Multiple Views of Value in Assessing Public Procurement“, *Science and Public Policy*, No. 3/2024, pp. 463-476, DOI: <https://doi.org/10.1093/scipol/scad085>.
- Pereira, V. J., *et al.*, „Cost Management in the Supply Chain: An Analysis of the Costs of Different Types of Municipal Procurement, *Social Sciences & Humanities Open*, No. 1/2022, 100260, DOI: <https://doi.org/10.1016/j.ssaho.2022.100260>.
- Fazekas, M., Blum, J. R., „Improving Public Procurement Outcomes, Review of Tools and the State of the Evidence Base“, *Policy Research Working Paper* 9690, World Bank Group, June 2021, available at: <https://documents1.worldbank.org/curated/en/656521623167062285/pdf/Improving-Public-Procurement-Outcomes-Review-of-Tools-and-the-State-of-the-Evidence-Base.pdf>.

##### Additional:

- Santolamazza, A., Introna, V., Cesarotti, V., Benedetti, M., „A Simulation Approach for Evaluating the Impact of Human Behavior on Project Scheduling“, *Journal of Modern Project Management*, No. 3/2019, pp. 138-161, DOI: 10.19255/JMPM02106.
- Referential case studies – practical examples.

Number of lectures – active classes: 30	Theoretical classes: 30
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#### 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 100)

Pre-exam obligations	Points	Final Examination	Points
Participation in class	30	Written Exam	40
Case studies analysis	30		

#### Program: Master in Public Procurement Management

#### Course title: DIGITAL TRANSFORMATION STRATEGY

**Lecturers:** Prof. Dr. Corrado Cerruti

**Course status:** optional

**Number of ECTS:** 3

**Requirements:** /

#### Aims of the course:

- introduction to the basic business changes brought about by digital transformation, both in terms of innovative business models and when it comes to the reshaping of business processes,
- understanding of the way how company information systems play a major role in the digital transformation process,
- getting to know the expectations that artificial intelligence will further accelerate changes both in the relationship with clients and in internal activities,
- getting the ability for critical analysis of the impact of digital transformation on business models and business processes.

#### Course results:

Students will be able to identify key business decisions that companies must face in the process of digital transformation. They will also be introduced to the way of transforming the company's business model and the expected role of artificial intelligence.

#### Course content:

Part 1. Overview on Digital Transformation

<ul style="list-style-type: none"><li>- Definition and key concepts</li><li>- What and How</li><li>- Key technologies</li></ul> <p>Part 2. Digital Business Models</p> <ul style="list-style-type: none"><li>- Definition and key concepts</li><li>- Value proposition management</li><li>- Digital platforms</li></ul> <p>Part 3. Digital Business Processes</p> <ul style="list-style-type: none"><li>- Definition and key concepts</li><li>- Business process management</li><li>- Process mining and RPA</li></ul> <p>Part 4. Enterprise Information System</p> <ul style="list-style-type: none"><li>- Definition and key concepts</li><li>- ERP</li><li>- Low-code development platforms</li></ul> <p>Part 5. Artificial Intelligence</p> <ul style="list-style-type: none"><li>- Definition and key concepts</li><li>- Impacts on customer relationships</li><li>- Impacts on operations</li></ul> <p>Part 6. Digital Transformation strategy</p> <ul style="list-style-type: none"><li>- Definition and key concepts</li><li>- Digital Ecosystems</li><li>- Impact on society</li></ul>			
<b>Literature:</b>			
<u>Basic:</u>			
<ul style="list-style-type: none"><li>- Große, N. <i>et al.</i>, „Digitale Transformation Industrieller Services/Digital Transformation of Industrial Services, <i>Werkstattstechnik online</i>, No. 07-08/2023, pp. 335-339, DOI: <a href="http://dx.doi.org/10.37544/1436-4980-2023-07-08-69">http://dx.doi.org/10.37544/1436-4980-2023-07-08-69</a>.</li><li>- Kazemargi, N., Tavoletti, E., Appolloni, A., Cerruti, C., „Managing Open Innovation Within Supply Networks in Mature Industries“, <i>European Journal of Innovation Management</i>, No. 6/2022, pp. 1106-1130, DOI: <a href="https://doi.org/10.1108/EJIM-12-2021-0606">https://doi.org/10.1108/EJIM-12-2021-0606</a>.</li><li>- Rogers, D., Euchner, J., „Digital Transformation“, <i>Research-Technology Management</i>, No. 5/2022, pp. 11-17, DOI: <a href="https://doi.org/10.1080/08956308.2022.2095759">https://doi.org/10.1080/08956308.2022.2095759</a>.</li><li>- Emelin, I., „Digital Currencies and Digital Transformation Strategy“, <i>Public Administration</i>, No. 1/2021, pp. 13-18, DOI: <a href="http://dx.doi.org/10.22394/2070-8378-2021-23-1-13-18">http://dx.doi.org/10.22394/2070-8378-2021-23-1-13-18</a>.</li><li>- Popov, E. V., Simonova, V. L., Cherepanov, V. V., „Digital Analysis in Digital Transformation“, <i>Economics and Management</i>, No. 9/2021, pp. 672-686, DOI: <a href="http://dx.doi.org/10.35854/1998-1627-2021-9-672-686">http://dx.doi.org/10.35854/1998-1627-2021-9-672-686</a>.</li></ul>			
<u>Additional:</u>			
<ul style="list-style-type: none"><li>- Kleinert, J., „Digital Transformation“, <i>Empirica</i>, No. 1-3/2021, DOI: <a href="https://doi.org/10.1007/s10663-021-09501-0">https://doi.org/10.1007/s10663-021-09501-0</a>.</li><li>- McCausland, T., „Digital Transformation“, <i>Research-Technology Management</i>, No. 6/2021, pp. 64-67. DOI: <a href="https://doi.org/10.1080/08956308.2021.1974783">https://doi.org/10.1080/08956308.2021.1974783</a>.</li><li>- Ebert, Ch., Duarte, C. H. C., „Digital Transformation“, <i>IEEE Software</i>, No. 4/2018, pp. 16-21, DOI: 10.1109/MS.2018.2801537.</li></ul>			
<b>Number of lectures – active classes: 30</b>		<b>Theoretical classes: 30</b>	
<b>Instruction method:</b>			
Combination of traditional methods, discussions and case studies.			
<b>Grading system (maximum number of points 100)</b>			
<b>Pre-exam obligations</b>	<b>Points</b>	<b>Final Exam</b>	<b>Points</b>
Participation in class	30	Written exam	40
Case studies analysis	30		
<b>Program: Master in Public Procurement Management</b>			
<b>Course title: SUSTAINABLE SUPPLY CHAIN MANAGEMENT</b>			
<b>Lecturers:</b> Prof. Dr. Andrea Appolloni, Prof. Dr. Svetislav Janković			
<b>Course status:</b> optional			
<b>Number of ECTS:</b> 3			
<b>Requirements:</b> /			

<b>Aims of the course:</b> <ul style="list-style-type: none"><li>- Develop a basic understanding of supply chain management through the lens of sustainability;</li><li>- Develop knowledge on the key drivers of sustainable purchasing processes and models with respect to global and multitier supply chains, their inter-relationships with the overall strategy, with sustainable suppliers, and with the role of green and reverse logistics.</li></ul>			
<b>Course results:</b> <p>Students will be introduced to the topic of sustainability from a supply chain perspective and develop a critical awareness of the concept of sustainability and corporate responsibility and ethics. They will comprehensively understand the relationships and implications for sustainable development and supply chain operations.</p>			
<b>Course content:</b> <ul style="list-style-type: none"><li>- the issue of sustainability as the main strategic concern for business leaders,</li><li>- modern sustainability impact assessment methods that specifically relate to operations in the supply chain<ul style="list-style-type: none"><li>- e.g. carbon footprint,</li></ul></li><li>- new models of supply chain sustainability,</li><li>- reverse logistics,</li><li>- resource management,</li><li>- humanitarian logistics,</li><li>- fair trade,</li><li>- sustainable cooperation networks,</li><li>- global warming,</li><li>- depletion of natural reserves,</li><li>- waste management,</li><li>- new regulations on producer responsibility,</li><li>- air traffic,</li><li>- case studies.</li></ul>			
<b>Literature:</b> <p><u>Basic:</u></p> <ul style="list-style-type: none"><li>- Bouchery, Y., Corbett, Ch. J., Fransoo, J. C., Tan, T. (eds.), <i>Sustainable Supply Chains: A Research-Based Textbook on Operations and Strategy</i>, Springer Series in Supply Chain Management, 2<sup>nd</sup> edition, 2024.</li><li>- Appolloni A., Cheng. W., <i>Sustainable Procurement: Knowledge and Practice Towards Sustainable Development</i>, Giappichelli Editore Torino, 2021.</li></ul> <p><u>Additional:</u></p> <ul style="list-style-type: none"><li>- Sarkis J., Dou Y., <i>Green Supply Chain</i>, Routledge, 2018.</li><li>- Mena, C. (2014), „Sustainable Procurement“, in Mena, C., Van Hoek, R., Christopher, M., <i>Leading Procurement Strategy</i>, CIPS, 2014, pp. 171-196.</li><li>- Sroufe, R., Melnyk, S., <i>Developing Sustainable Supply Chains to Drive Value: Management Issues, Insights, Concepts, and Tools</i>, Business Expert Press, 2013.</li><li>- Referential case studies – practical examples.</li></ul>			
<b>Number of lectures – active classes:</b> 30		<b>Theoretical classes:</b> 30	
<b>Instruction method:</b> <p>Combination of traditional methods, discussions and case studies.</p>			
<b>Grading system (maximum number of points 100)</b>			
<b>Pre-exam obligations</b>	<b>Points</b>	<b>Final Exam</b>	<b>Points</b>
Participation in class	30	Written exam	40
Case studies analysis	30		

<b>Program: Master in Public Procurement Management</b>
<b>Course title: MARKETING AND PURCHASING</b>
<b>Lecturers:</b> Prof. Dr. Andrea Appolloni
<b>Course status:</b> optional
<b>Number of ECTS:</b> 3
<b>Requirements:</b> /
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- developing the ability to formulate marketing strategies;</li> <li>- defining the relationship between marketing strategies and the marketing plan;</li> <li>- defining the management of innovative processes;</li> <li>- introduction to the product marketing procedures, category management and supplier strategies.</li> </ul>

<b>Course results:</b> Students will be able to formulate appropriate marketing strategies and they will acquire all specifics of management of innovative processes and inform in detail about products purchasing procedures.			
<b>Course content:</b> <ul style="list-style-type: none"><li>- Market orientation - The analysis of consumers behavior: a. Needs, b. Purchasing behavior</li><li>- Needs analysis through segmentation - a. Macro segmentation, b. Micro segmentation</li><li>- The concept of value in literature - Purchasing (basic concepts, kraljic matrix and supplier management strategies)</li><li>- The analysis of attractiveness and competitiveness of the segments - a. Primary question, b. Life cycle of the product, c. Competitive advantage, d. The experience curve</li><li>- The choice of marketing strategy - a. Portfolio matrices, b. SWOT analysis, c. Basic strategies, d. Growth strategies, e. Competitive strategies, The marketing plan</li><li>- New product launch decisions - a. Leaders and Followers, b. Development process,</li><li>- Brand management decisions - a. Functions and capital, b. Name management</li><li>- Distribution decisions - a. Vertical structures, b. Market hedging strategies</li><li>- Pricing decisions - a. Internal prices, b. Prices and demand</li><li>- Communication decisions – advertising; promotions,</li><li>- Advertising budget and its effectiveness,</li><li>- Case studies.</li></ul>			
<b>Literature:</b>  <u>Basic:</u> <ul style="list-style-type: none"><li>- Zafar, A., Mohsin, Sh., Khuram, Sh., Appolloni, A., Islam, E., „Gamification and Sustainable Development: Role of Gamified Learning in Sustainable Purchasing“, <i>Technological Forecasting and Social Change</i>, No. 198/2024, 122968, DOI: <a href="https://doi.org/10.1016/j.techfore.2023.122968">https://doi.org/10.1016/j.techfore.2023.122968</a>.</li><li>- Kerin, R., Hartley, S., <i>Marketing</i>, 15th Edition, McGrawHill, 2021.</li></ul> <u>Additional:</u> <ul style="list-style-type: none"><li>- Allal-Chérif, O., Simón-Moya, V., Cuenca Ballester, A. C., „Intelligent Purchasing: How Artificial Intelligence Can Redefine the Purchasing Function“, <i>Journal of Business Research</i>, No. 124/2021, pp. 69-76, DOI: <a href="https://doi.org/10.1016/j.jbusres.2020.11.050">https://doi.org/10.1016/j.jbusres.2020.11.050</a>.</li><li>- Referential case studies – practical examples.</li></ul>			
<b>Number of lectures – active classes:</b> 30		Theoretical classes: 30	
<b>Instruction method:</b> Combination of traditional methods, discussions and case studies.			
<b>Grading system (maximum number of points 100)</b>			
<b>Pre-exam obligations</b>	Points	<b>Final Exam</b>	Points
Participation in class	30	Written exam	40
Case studies analysis	30		

<b>Program: Master in Public Procurement Management</b>			
<b>Course title: DISTANCE LEARNING ACTIVITIES</b>			
<b>Lecturers:</b> Prof. Dr. Andrea Appolloni			
<b>Course status:</b> mandatory			
<b>Number of ECTS:</b> 2			
<b>Requirements:</b> /			
<b>Aims of the course:</b> - practical application of theoretical knowledge acquired during classes in all subjects.			
<b>Course results:</b> Students will determine the acquired knowledge and apply it on a practical example, by creating a notice on the initiation of the public procurement procedure. They will be prepared for the research work to which they will devote themselves during the period of practice and preparation of the Master's Thesis.			
<b>Course content:</b> <ul style="list-style-type: none"> <li>- discussions on current topics in the field of public procurement;</li> <li>- exchange of opinions on solving cases that students encounter at work;</li> <li>- asking questions to professors;</li> <li>- listening to the so-called webinar on current topics in the field of public procurement management organized by the Alumni Association;</li> <li>- filling in evaluation surveys;</li> </ul>			

<ul style="list-style-type: none"> <li>- download of materials and methodological instructions for the purpose of preparing the Master's Thesis;</li> <li>- practical exercise – students will be divided into groups and will be given the task of drafting a notice on the initiation of the public procurement procedure of input and output logistics services for a large paper factory which is also the general supplier hired by the Government for the production and delivery of ballots during the elections. Students are provided with a complete set of market data, demand data and legal information, in order to successfully complete this trial task by applying the knowledge acquired during the course within the 13 modules.</li> </ul>		
<b>Literature:</b> Students will receive study material and links to useful online sources through the online platform.		
<b>Number of lectures – active classes:</b> /	Theoretical classes: /	<b>Other classes:</b> 45
<b>Instruction method:</b> During these activities, students will have the possibility to interact with their group and with professors through an online platform.		
<b>Grading system (maximum number of points 100)</b> Students' activities are automatically registered on the platform and the obligation is recorded as fulfilled or unfulfilled.		

<b>Program: Master in Public Procurement Management</b>		
<b>Course title: INTERNSHIP</b>		
<b>Lecturers:</b> Supervisors in institution/company where internship is conducted		
<b>Course status:</b> mandatory – vocational practice		
<b>Number of ECTS:</b> 3		
<b>Requirements:</b> passed exams in all courses foreseen by the study program.		
<b>Aims of the course:</b> Practical application of acquired knowledge during lectures.		
<b>Course results:</b> Prepared project work for research for the purpose of drafting Master's Thesis.		
<b>Course content:</b> Preparation of project of Master's Thesis during practical activities in institution/company where the internship is conducted.		
<b>Number of lectures – active classes:</b> /	Theoretical classes: /	<b>Other classes:</b> 90
<b>Instruction method:</b> Solving of every-day situations in public procurement procedures.		

<b>Program: Master in Public Procurement Management</b>		
<b>Course title: STUDY AND RESEARCH WORK AND PREPARATION OF MASTER'S THESIS</b>		
<b>Lecturers:</b> All lecturers engaged in realization of the study program.		
<b>Course status:</b> mandatory		
<b>Number of ECTS:</b> 2		
<b>Requirements:</b> passed exams in all courses foreseen by the study program, conducted internship and distance learning activities.		
<b>Aims of the course:</b> <ul style="list-style-type: none"> <li>- introduction to the rules and stages in the process of creating a Master's Thesis, in a practical and applicable way,</li> <li>- choosing a topic and setting the structure of the work,</li> <li>- setting hypotheses and research goals,</li> <li>- defining the problem, methods of collecting and using literature,</li> <li>- processing the chosen topic in an analytical and critical way,</li> <li>- mastery of methodological tools and analytical apparatus;</li> <li>- a competent approach to problem research;</li> <li>- capacity for independent theoretical research and in-depth scientific analysis.</li> </ul>		
<b>Course results:</b> Students will be able to independently apply the knowledge of rules and standards in writing the Master's Thesis when designing research and creating their Master's Thesis.		
<b>Course content:</b> <ul style="list-style-type: none"> <li>- research methods,</li> <li>- method of choosing a topic and problem,</li> <li>- training for the use of bibliographic sources and electronic services,</li> </ul>		



- organization of work on literature.		
<b>Number of lectures – active classes:</b> /	Theoretical classes: /	<b>Study and research work:</b> 90
<b>Instruction method:</b> study and research work; consultations with chosen professor (mentor).		

<b>Program:</b> Master in Public Procurement Management
<b>Course title:</b> DEFENSE OF MASTER'S THESIS
<b>Lecturers:</b> All lecturers engaged in realization of the study program.
<b>Course status:</b> mandatory
<b>Number of ECTS:</b> 2
<b>Requirements:</b> passed exams in all courses foreseen by the study program, conducted internship and distance learning activities; conducted study and research work and preparation of Master's Thesis.
<b>Aims of the course:</b> - defense of Master's Thesis before the Committee for evaluation and defense.
<b>Course results:</b> During the defense of the Master's Thesis, the student presents the results of the research and provides answers to the questions of the Committee members.
<b>Course content:</b> /
<b>Instruction method:</b> /
<b>Other classes:</b> 15