

At Mons - 120 credits - 2 years - Day schedule - In FrenchDissertation/Graduation Project : **YES** - Internship : **YES**Activities in English: **YES** - Activities in other languages : **NO**Activities on other sites : **NO**Main study domain : **Sciences politiques et sociales**Organized by: **Faculty of Economic, Social and Political Sciences and Communication (ESPO)**Programme acronym: **ADPM2M** - Francophone Certification Framework: 7**Table of contents**

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ADPM2M - Introduction

Introduction

Introduction

The Public Administration course focuses on public policy, local authority and socio-economic development. It equips the student with transferable analytical abilities, methods for in-depth understanding and the resources needed to participate in new public decision-making, in all government positions, public and parastatal organisations, at local or European level.

ADPM2M - Teaching profile

Learning outcomes

Students enrolled in the Master [120] in Public Administration course are working towards becoming expert actors in public life, particularly in the field of public administration, at different levels of authority and in particular at regional and local levels, capable of robustly and critically analysing contemporary political phenomena and ongoing political developments, explaining them and acting within and for society, after having gained an understanding of and an ethical approach to public service.

Recent changes in the structures and role of the State in society have resulted in the emergence of new challenges and numerous questions concerning the management of public affairs, which public service managers are faced with on a daily basis. It is to tackle these challenges and questions that the Master in Public Administration course prepares students for employment as managers (executive and managerial positions) or as analysts, advisers or representatives with public organisations or bodies working in close collaboration with the public sector (e.g. the political parties, trade unions, professional organisations, etc.) at a European, federal, regional or local level.

To meet these challenges, on completion of the Master in Public Administration programme, graduates will have developed politico-institutional expertise and be capable of introducing analytical strategies for a better understanding of public action and their environment and intervening in a rational, effective and fair manner. They will be able to:

- Apply, in a critical manner, their in-depth knowledge of public life, power games between actors and institutions, legitimacy issues, democratic issues, organisation of public authorities, etc., from local to regional, as well as at national and international levels.
- Critically and pertinently use tools (both theoretical and conceptual) and methods required to analyse complex situations/issues relating to public action, identify constraints on collective decisions and develop practical solutions that will ensure modern and effective management of the public sector.
- Incorporate into their analysis and action the complexity of the multi-level governance process, particularly in the context of European politics.
- Adopt a solicitous perspective of socio-economic development and democratic issues and implement an approach that integrates interactions among the various stakeholders involved in political life.
- Pursue a comparative approach in the analysis of institutional dynamics and interactions between public and private stakeholders.
- Pursue an approach that takes account of the spatial extent of politics (spacialisation and territorialisation).
- Direct and evaluate, in concrete terms, changes in public organisations at European, federal, regional and local levels.
- Defend positions at different levels of the political arena.
- Identify best practices and draw lessons from experience abroad.

On completion of this Masters course, graduates will also have developed their personal research skills, meaning that they will have independently built up their knowledge of conceptual or theoretical questioning in a field of their choice, particularly with regard to the thesis, while interacting with the reality on the ground through the work placement coupled with the thesis.

Aware of the responsibility that goes with the role of decision-maker, graduates will have adopted a critical academic attitude, enabling them to make decisions completely independently, with civic and ethical values and public service being core concerns. They will adopt a continuous development approach enabling them, as professionals, to display expertise, multiple skills and the ability to adapt and evolve positively in their socio-professional environment.

On successful completion of this programme, each student is able to :

CG1

CG1.1 Identify, analyse and understand the political issues of a given situation.

CG1.2 Adopt a stance in debates and negotiations in defence of the interests of the institutions and organisations they represent.

CG1.3 Incorporate the ethical dimension and the "in the public service and for the common good" dimension into political debates and actions.

CG2. Position their analyses and/or actions in a multi-level perspective.

CG2.1 Identify different institutional levels.

CG2.2 Demonstrate in-depth and specialist knowledge (depending on the choice of focus) of different political and institutional systems and political issues at international, European and Belgian levels.

CG2.3 Compare different political and institutional systems, both national and international.

CG2.4 Identify various government and non-government stakeholders (social movements, interest groups, citizens, etc.) and demonstrate an in-depth knowledge of their positions.

CG2.5 Analyse interactions among different stakeholders, from the relationships between political parties and states to the role of non-governmental organisations.

CG3. Adopt a robust and interdisciplinary approach to analysing complex political, economic and social situations.

CG3.1 Demonstrate in-depth specialist knowledge (theories, fundamentals, phenomena) of political sciences, according to the focus chosen.

CG3.2 Demonstrate basic knowledge of key aspects of the human and social science disciplines related to political sciences, according to the focus chosen: law, geopolitics, economics, sociology and history.

CG3.3 Pertinently and rigorously apply data analysis (qualitative and quantitative) and diagnostic tools in social and political sciences to provide a better understanding of the complexity of "political life".

CG3.4 Apply and combine these tools and this knowledge to analyse the issues/questions specific to political sciences (according to the focus chosen).

CG4. Use their politico-institutional expertise to advise on political action in a specific sector or area (according to the focus chosen).

CG4.1 Demonstrate an understanding and knowledge (for the focus chosen) of the issues unique to different sectors of political life (environment, family, humanitarian, etc.).

CG4.2 Explain and analyse specific contexts and situations:

- Analyse the different regional geographic areas.
- Evaluate political action by sector or area.
- Use robust analytical and diagnostic tools.
- Apply a robust comparative approach.

CG4.3 Contribute to the analysis and/or design of management strategies for real-life political situations, according to the focus chosen.

CG5. Disseminate pertinent political, economic and social information adapted to the targeted sector of the public and interact constructively with different stakeholders involved in a given situation.

CG5.1 Communicate in a pertinent manner, verbally and in writing, on complex situations / subjects in political sciences

- Select pertinent information enabling the analysis and comparison of political situations
- resent the information in an accurate, structured, clear, precise and well-argued manner (demonstrating an ability to prepare reports, assessments, critical reviews, notes, etc.).
- Adapt the communication (content and form) to the targeted public sector and to the intended purposes according to the communication standards specific to the context (popularising, etc.).

CG5.2 Communicate articulately in English, verbally and in writing, in a clear, coherent and well-argued manner on general matters or issues relating to the field of political sciences. (Level B2 of the Common European Framework of Reference).

CG5.3 Communicate, interact and negotiate constructively with various representatives, including colleagues, political decision-makers and target audiences.

CG5.4 Liaise and collaborate effectively within a team and network effectively with other agencies involved in a given situation.

CG6. Devise and implement a personal research project (thesis) using a robust and critical scientific and methodological approach in order to conduct a detailed analysis of an issue related to political science (in the chosen field of study).

CG6.1 Define and explain a research subject, making sure that it is placed in the proper context.

CG6.2 Prepare a critical report on the literature relating to this subject, making active, critical and pertinent use of information tools and primary and secondary sources.

CG6.3 Construct and implement a robust and pertinent methodology in response.

CG6.4 Devise and carry out, if appropriate, a quantitative and/or qualitative empirical research project using suitable analytical tools.

CG6.5 Develop an objective analysis and the ability to summarise so as to enable the relevant parameters to be put into perspective and pertinent conclusions to be formed.

CG6.6 Demonstrate, in general terms, an attitude of critical detachment with regard to their own work and the knowledge and skills deployed.

CG7. Act as academics and critical and responsible players committed to continuous development.

CG7.1 Embark on a socio-professional practice using a well-founded academic approach (from a theoretical and methodological perspective) characterised by a reflective and critical attitude.

CG7.2 Work, make decisions and act independently and responsibly with regard to the framework, the work context and other people.

CG7.3 Be aware of their societal and civic responsibilities.

CG7.4 Maintain an attitude of critical detachment (their knowledge, skills, limitations, achievements and actions) and of the continuous learning and development required to evolve positively in their socio-professional environment.

More specifically, as graduates of the Master [120] in Public Administration who have pursued the Professional focus:

AP. Develop expertise and a high level of skills in the field of public administration and specifically in the analysis of organisations, public policy and actions, as well as in modern and effective management of the public sector, with a view to participating in public decision-making, and be able to take employment with public or parapublic organisations at European, federal, regional and local levels.

AP.1 Demonstrate and use, in a critical manner, in-depth and specialist knowledge related to:

- the development and decision-making process at each stage of the cycle of a public policy and the analysis and direction of public action,
- the functioning and management of public organisations,
- the multi-level dimension of institutional systems,
- the national, regional, European and international political arenas.

AP.2 Demonstrate and use, in a critical manner, in-depth and specialist knowledge of management and human resources with a public service ethos.

AP.3 Analyse and manage complex situations/problems related to public action by using different analytical methodologies and tools, by:

- identifying, analysing and taking account of the numerous issues,
- identifying and analysing the stakeholders involved, their positions and their interactions,
- analysing the internal organisation of political institutions,
- critically and pertinently mobilising the tools (theoretical and conceptual) and methods required to analyse and act on the operating methods of the policies implemented,
- adopting a robust comparative approach in the analysis of institutional dynamics and the interactions between public and private stakeholders,
- integrating multi-level governance processes,
- being mindful of socio-economic development and the spacial extent of the policies,
- mobilising the pertinent theoretical and conceptual tools to analyse European and international problems,
- aiming for efficiency and modernity in public management.

AP.4 Organise and direct political consultation, the monitoring of procedures and processes, as well as the introduction of control or monitoring tools.

AP.5 Analyse and discuss the main democratic issues directly or indirectly related to public actions and the behaviour of public and/or political stakeholders.

AP.6 Discuss and analyse the territorialisation and spacialisation process (specific division of space in relation to problems) in the development of a development dynamic.

AP.7 Analyse and evaluate public policies, inter alia the effects of implementing a public policy at local, national, and international levels and the process guaranteeing the legitimacy of directions taken and of its impact on the real situation.

AP.8 Critically examine a media document, identifying its ideological content and analysing and discussing its intended or possible effects.

AP.9 Work as part of a team within a hierarchy, clustering or working in a network.

AP.10 Identify, analyse and direct changes in public organisations and create and provide well thought out and pertinent innovation.

AP.11 Develop skills related to their first work experience (work placement):

- Situate and perform their role and scope of action within an organisation, liaising with various internal and external stakeholders and adapting to the context and operational principles.
- Compare theory and practice in order to learn how to critically examine the operation of an organisation and/or a problematic situation, as well as the theory relating to reality on the ground (a "round trip" between theories and practices).

AP.12 Communicate articulately in English and Dutch or Spanish, verbally and in writing, in a clear, coherent and well-argued manner in an international context, taking account of the intercultural aspects (Level B2 of the Common European Framework of Reference for Languages).

AP.13 Develop their communication and relational skills by their command of theoretical reference frameworks, the development of expertise and the implementation of a metacognitive approach to their interpersonal skills, in direct relation to their future professional lives.

Programme structure

The 120 Master's degree in Business Administration includes the following three elements:

- Core subjects including the dissertation (20 credits)
- A professional focus worth 30 credits, with in-depth study of the management of public organizations and public policy
- A work placement worth 10 credits which may be linked to an issue dealt with in the dissertation.

For a programme-type, and regardless of the focus, options/or elective courses selected, this master will carry a minimum of 120 credits divided over two annual units, corresponding to 60 credits each.

[> Tronc commun](#) [en-prog-2020-adpm2m-tronc_commun]

Liste au choix de finalités ADPM2M

[> Professional Focus: Leading Public Sector Innovation](#) [en-prog-2020-adpm2m-madpm240s]

Preparatory Module (only for students who qualify for the course via complementary coursework)

[> Master \[120\] in Public Administration](#) [en-prog-2020-adpm2m-module_complementaire]

ADPM2M Detailed programme

Programme by subject

CORE COURSES

○ Mandatory

△ Courses not taught during 2020-2021

⊕ Periodic courses taught during 2020-2021

⊗ Optional

⊖ Periodic courses not taught during 2020-2021

■ Activity with requisites

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Year

1 2

o Fondamentaux d'administration publique

○ MSPRI2162	L'UE dans la gouvernance globale	Elena Aoun Bruno Hellendorff	30h	5 Credits	q1	x	
○ MSPOL2140	Sociologie de l'interaction en politique	Pierre Baudewyns	30h	5 Credits	q1	x	
○ MSPOL2228	Enjeux démocratiques contemporains	Nathalie Schiffino- Leclercq	30h	5 Credits	q1	x	
○ MADPU2203	Gouvernance multiniveau	Sébastien Pradella	30h	5 Credits	q1	x	
○ MAPHD2106	Comptabilité et finances publiques	Pierre Lacroix (coord.) Jérôme Voisin	30h	5 Credits	q1	x	
○ MAPHD2207	Enjeux juridiques de l'administration publique et marchés publics	Benoit Gors Andrzej Trybulowski	30h	5 Credits	q2	x	
○ MSPOL2141	Médias et politique	Frédéric Moens	30h	5 Credits	q2	x	
○ MADPU2204	Politiques publiques européennes dans un monde en évolution	Jean-Emile Charlier Fabienne Leloup	30h	5 Credits	q2	x	

o Mémoire

○ MSPOL2900	Stratégies de recherche pour le mémoire	Elena Aoun Stéphane Moyson	30h+10h	5 Credits	q1+q2	x	
○ MADPU2237	Reflecting on public sector innovation : master thesis ■			15 Credits			x

o Langues et intégration professionnelle

○ MSHUM2201	Compétences relationnelles	Laurent Lievens	15h+30h	5 Credits	q1	x	
○ MADPU2255	Implementing public sector innovation	Stéphane Moyson	0h+10h	5 Credits	q1+q2	x	

o Anglais

○ MANGL2163	Advanced English 1	Céline Gouverneur Guy Monfort (coord.) Quentin Zèques	0h+30h	2 Credits	q1+q2	x	
○ MANGL2236	Advanced English 2 ■	Karen Ratcliffe (coord.)	30h	3 Credits	q1		x

o 2ème langue au choix

L'étudiant garde la même langue durant tout son Master.

⊗ Espagnol

○ MESPA2165	Advanced Spanish 1	Juan Francisco Hernandez Rodriguez (coord.)	0h+30h	3 Credits	q1+q2	x	
○ MESPA2237	Advanced Spanish 2 ■	Juan Francisco Hernandez Rodriguez (coord.)	30h	2 Credits	q1		x

⊗ Neerlandais

○ MNEER2164	Advanced Dutch 1	Erika Copriau (coord.) Bruno Michiels	0h+30h	3 Credits	q1+q2	x	
○ MNEER2238	Advanced Dutch 2 ■	Bruno Michiels (coord.)	30h	2 Credits	q1		x

PROFESSIONAL FOCUS: LEADING PUBLIC SECTOR INNOVATION [30.0]

○ Mandatory

△ Courses not taught during 2020-2021

⊕ Periodic courses taught during 2020-2021

⊗ Optional

⊖ Periodic courses not taught during 2020-2021

■ Activity with requisites

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Year

1 2

Content:

○ MADPU2230	Public sector innovation: theoretical foundations	Nathalie Schiffino-Leclercq	15h	5 Credits	q1	x
○ MADPU2233	Place-based approach and innovative local public action	Fabienne Leloup	15h	5 Credits	q1	x
○ MADPU2231	Innovative public management : Human resources management	Stéphane Moyson	15h	5 Credits	q1	x
○ MADPU2232	Management public innovant: Stratégie, organisation et contrôle	Mohamad Amin Alomar Christian de Visscher	15h	5 Credits	q1	x
○ MADPU2236	Public Sector innovation in practice : traineeship			10 Credits		x

Course prerequisites

The **table** below lists the activities (course units, or CUs) for which there are one or more prerequisites within the programme, i.e. the programme CU for which the learning outcomes must be certified and the corresponding credits awarded by the jury before registering for that CU.

These activities are also identified in the **detailed programme**: their title is followed by a yellow square.

Prerequisites and student's annual programme

As the prerequisite is for CU registration purposes only, there are no prerequisites within a programme year. Prerequisites are defined between CUs of different years and therefore influence the order in which the student will be able to register for the programme's CUs.

In addition, when the jury validates a student's individual programme at the beginning of the year, it ensures its coherence, meaning that it may:

- transform a prerequisite into a corequisite within the same year (to enable the student to continue his or her studies with a sufficient annual course load)
- require the student to combine registration in two separate CUs which it considers necessary from a pedagogical point of view.

For more information, please consult the [Academic Regulations and Procedures](#).

Prerequisites list

MADPU2237 "Reflecting on public sector innovation : master thesis" has prerequisite(s) MSPOL2900

- MSPOL2900 - Stratégies de recherche pour le mémoire

MANGL2236 "Advanced English 2" has prerequisite(s) MANGL2163

- MANGL2163 - Advanced English 1

MESPA2237 "Español avanzado 2" has prerequisite(s) MESPA2165

- MESPA2165 - Advanced Spanish 1

MNEER2238 "Nederlands voor gevorderden 2" has prerequisite(s) MNEER2164

- MNEER2164 - Advanced Dutch 1

The programme's courses and learning outcomes

For each UCLouvain training programme, a [reference framework of learning outcomes](#) specifies the competences expected of every graduate on completion of the programme. You can see the contribution of each teaching unit to the programme's reference framework of learning outcomes in the document "*In which teaching units are the competences and learning outcomes in the programme's reference framework developed and mastered by the student?*"

The document is available by clicking [this link](#) after being authenticated with your UCLouvain account.

ADPM2M - Information

Access Requirements

General and specific admission requirements for this program must be satisfied at the time of enrolling at the university.

In the event of the divergence between the different linguistic versions of the present conditions, the French version shall prevail.

SUMMARY

- > [University Bachelors](#)
- > [Non university Bachelors](#)
- > [Holders of a 2nd cycle University degree](#)
- > [Holders of a non-University 2nd cycle degree](#)
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University Bachelors

Diploma	Special Requirements	Access	Remarks
UCLouvain Bachelors			
		Direct Access	
		Based on application: accepted, conditional on further training, or refusal	
		Based on application: accepted, conditional on further training, or refusal	
Bachelier en information et communication Bachelier ingénieur de gestion		Based on application: accepted, conditional on further training, or refusal	
Others Bachelors of the French speaking Community of Belgium			
		Direct Access	
		Based on application: accepted, conditional on further training, or refusal	
Bachelors of the Dutch speaking Community of Belgium			
		Based on application: accepted, conditional on further training, or refusal	
Foreign Bachelors			
		Based on application: accepted, conditional on further training, or refusal	

Non university Bachelors

> Find out more about [links](#) to the university

Diploma	Access	Remarks
BA - AESI orientation Sciences humaines: géographie, histoire, sciences sociales - HE - crédits supplémentaires entre 45 et 60 BA - assistant(e) social(e) - HE - crédits supplémentaires entre 45 et 60 BA - assistant(e) social(e) - EPS - crédits supplémentaires entre 45 et 60	Les enseignements supplémentaires éventuels peuvent être consultés dans le module complémentaire .	Type court

BA - bibliothécaire-documentaliste - HE - crédits supplémentaires entre 45 et 60
 BA - bibliothécaire-documentaliste - EPS - crédits supplémentaires entre 45 et 60
 BA - conseiller(ère) social(e) - HE - crédits supplémentaires entre 45 et 60
 BA en commerce et développement - HE - crédits supplémentaires entre 45 et 60
 BA en communication - HE - crédits supplémentaires entre 45 et 60
 BA en coopération internationale - EPS - crédits supplémentaires entre 45 et 60
 BA en coopération internationale - HE - crédits supplémentaires entre 45 et 60
 BA en droit - HE - crédits supplémentaires entre 45 et 60
 BA en droit - EPS - crédits supplémentaires entre 45 et 60
 BA en écologie sociale - HE - crédits supplémentaires entre 45 et 60
 BA en gestion des ressources humaines - HE - crédits supplémentaires entre 45 et 60
 BA en gestion des ressources humaines - EPS - crédits supplémentaires entre 45 et 60
 BA en sciences administratives et gestion publique - HE - crédits supplémentaires entre 15 et 30
 BA en sciences administratives et gestion publique - EPS - crédits supplémentaires entre 15 et 30

Holders of a 2nd cycle University degree

Diploma	Special Requirements	Access	Remarks
"Licenciés"			
			Based on application: accepted, conditional on further training, or refusal
Masters			
Tous les masters			Based on application: accepted, conditional on further training, or refusal

Holders of a non-University 2nd cycle degree

Adults taking up their university training

> See the website [Valorisation des acquis de l'expérience](#)

It is possible to gain admission to all masters courses via the validation of professional experience procedure.

Access on the file

Reminder : all Masters (apart from Advanced Masters) are also accessible on file.

Admission and Enrolment Procedures for general registration

Supplementary classes

To access this Master, students must have a good command of certain subjects. If this is not the case, they must add supplementary classes at the beginning of their Master's programme in order to obtain the prerequisites for these studies.

○ Mandatory

△ Courses not taught during 2020-2021

⊕ Periodic courses taught during 2020-2021

⊗ Optional

⊖ Periodic courses not taught during 2020-2021

■ Activity with requisites

Click on the course title to see detailed informations (objectives, methods, evaluation...)

○ Cours de méthodologie

⊗ MMETH1119	Séminaire de travail universitaire	Jean-Luc Depotte	15h+30h	5 Credits	q1+q2
⊗ MMETH1218	Epistémologie	Cal Le Gall (compensates Benoît Rihoux)	30h+15h	5 Credits	q1
⊗ MMETH1219	Collecte et analyse des données qualitatives	Miguel Souto Lopez (compensates Marie Deridder)	30h+30h	5 Credits	q2
⊗ MMETH1322	Collecte et analyse des données quantitatives	Bruno Schoumaker	30h+30h	5 Credits	q1

○ Cours de science politique

⊗ MSPHD1332	Sciences politiques	Pierre Vercauteren	30h	5 Credits	q1
⊗ MSPOL1236	Système politique de la Belgique	Benjamin Biard	30h	5 Credits	q2
⊗ MSPOL1341	Principes et pratiques de théorie politique	Nicolas Arens	30h+15h	5 Credits	q2

○ Cours d'administration publique

⊗ MDROI208	Droit administratif	Benoit Gors	30h	5 Credits	q1
⊗ MSPOL1345A	Action publique - Administration publique	Stéphane Moyson	30h	5 Credits	q1
⊗ MSPOL1345B	Action publique - Analyse des politiques publiques	Nathalie Schiffino- Leclercq	30h	5 Credits	q1
⊗ MSPOL1345C	Action publique - Evaluation et action publique appliquée		30h	5 Credits	q2

○ Cours de langues

○ MANGL1339	Anglais 3	Jessica Degroote (coord.) Céline Gouverneur Karen Ratcliffe Quentin Zèques	0h+60h	5 Credits	q1+q2
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○ Cours au choix

Une seconde langue étrangère à choisir parmi :

⊗ MNEER1341	Néerlandais 3 Niveau à faire valider en début d'année académique par l'enseignant.	Erika Copriau (coord.) Bruno Michiels	0h+60h	5 Credits	q1+q2
⊗ MESPA1340	Espagnol 3 Niveau à faire valider en début d'année académique par l'enseignant.	Michèle Ballez (coord.) Juan Francisco Hernandez Rodriguez	0h+60h	5 Credits	q1+q2

Evaluation

The evaluation methods comply with the [regulations concerning studies and exams](#). More detailed explanation of the modalities specific to each learning unit are available on their description sheets under the heading "Learning outcomes evaluation method".

There is a variety of evaluation methods:

- completion of individual and/or group work;
- taking written or oral examinations to test the level of understanding and command of concepts, theories, basic data and know-how in the various disciplines concerned;
- completing a three-month work placement;
- completion of a thesis.

To obtain a grade average, the scores obtained for the different activities are weighted by their respective credits.

Possible trainings at the end of the programme

Doctoral programmes : Doctoral school in political science or any other doctoral school certified by the Graduate

Contacts

Curriculum Management

Entity

Structure entity

Denomination

Faculty

Sector

Acronym

Postal address

SSH/ESPO/PSAD

([PSAD](#))

Faculty of Economic, Social and Political Sciences and Communication ([ESPO](#))

Human Sciences ([SSH](#))

PSAD

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Web site

Academic supervisor: [Christian de Visscher](#)

Other academic Supervisor(s)

- [Elena Aoun](#)

Jury

- Président de jury: [Pierre Vercauteren](#)
- Secrétaire de Jury: [Louis le Hardÿ de Beaulieu](#)

Useful Contact(s)

- Informations pour les futurs étudiants (Nicolas Hurtado de Jesus - tél. +32 (0)65 323 327): info-mons@uclouvain.be
- Gestionnaire administrative de programme: [Céline Nicolas](#)

