



UNIVERSITA' DEGLI STUDI DI MILANO
PROGRAMME DESCRIPTION - ACADEMIC YEAR 2025/26
BACHELOR
MANAGEMENT AND POLICIES OF PUBLIC ADMINISTRATION
(Classe L-16 R)
Enrolled 2025/26 academic year

HEADING

Degree classification - Denomination and code:	L-16 R
Degree title:	Dottore
Length of course:	3 years
Total number of credits required to complete programme:	180
Years of course currently available:	1st
Access procedures:	Cap on student, student selection based on entrance test
Course code:	BAH

PERSONS/ROLES

Head of Study Programme

Da definire

Tutors - Faculty

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Information on services for students with disabilities can be found here:

<https://www.unimi.it/it/studiare/servizi-gli-studenti/servizi-studenti-con-disabilita>

Information on services for students with SLD can be found here:

<https://www.unimi.it/it/studiare/servizi-gli-studenti/servizi-studenti-con-dsa>

Student registrar

Via S. Sofia 9/1 - 20122 Milano (MI) - Italia <https://www.unimi.it/it/studiare/servizi-gli-studenti/segreterie-informastudenti>

CHARACTERISTICS OF DEGREE PROGRAMME

General and specific learning objectives

The degree course in Management and Policies of Public Administrations is built on the basis of the best European and international experiences, and aims to provide students with the conceptual, methodological and managerial tools needed to understand and improve the functioning of organisations, including private ones, that perform public functions and services.

The course of study enables effective learning of political, social, legal, statistical, economic and organisational skills: the interdisciplinary nature of the training is motivated by the aim of training professionals capable of effectively interpreting change and organisational innovation in public administrations, developing an approach to problems of public administration and public administration.

public administrations, developing an approach to problems capable of integrating different scientific perspectives. This type of training also makes it possible to understand the logic of administrative action, so that it achieves the objectives of economy, effectiveness and efficiency, and also implements the evaluation and control of the public resources employed.

These skills are fundamental both for those who work within public organisations (administrators and officials) and for those who interact with them from the outside: citizens, businesses, civic or economic interest organisations.

In addition, and with particular reference to public administrations operating in the Milan and Lombardy context, the degree course pays attention both to the health sector and to the issue of administrative simplification aimed at fostering the economic initiative of private operators.

The characteristic and distinctive elements of the degree programme are as follows

- integrate multiple and different managerial skills (economic, legal, political, sociological, statistical) acquiring a markedly interdisciplinary preparation and approach to the issues specific to public administrations: among them, in particular, performance improvement, digital governance, and administrative transparency;
- to know and learn the processes and rules of operation of public administrations, and of private entities entrusted with the exercise of public utility functions and services, also in their interaction with the political institutions belonging to the various territorial levels of government (Municipalities, Provinces and Metropolitan Cities, Regions and Central State Administrations);
- analysing and understanding the concrete needs of businesses and citizens, also by putting the evidence produced by the behavioural sciences (psychology of organisations and decision-making) at the service of this objective
- learning and reasoning by projects and objectives, in order to evaluate the products, results and impact of public policies and actions;
- recognising and solving malfunctioning mechanisms in bureaucratic organisations, using both traditional and the most recent scientific contributions devoted to the dynamics of the functioning of public administrations;
- learn the use and implementation of the tools that technological innovation makes available for organisational change and communication with users.

The degree course aims to decline theoretical knowledge in relation to the following educational objectives:

- close attention to both the knowledge taught and learned by students and the actual skills that students and graduates are concretely able to exercise;
- response to the specific learning demands coming from students, whether they are new graduates, administrators and employees of public administrations, or private economic operators dealing with the same administrations, through public-private partnership tools;
- in-depth study of supranational dynamics, which today place Italian public administrations in constant contact with European institutions and administrations.

The training course is structured as follows

- in the first year of the course, statistical, economic-business, administrative and political, legal and psychological skills are acquired;
- in the second year, managerial and organisational skills, public policy analysis and evaluation, micro and macro economics, sociology, law and English language skills are acquired;
- in the third year legal, economic, political, research and social policy, managerial and organisational skills are acquired, also with reference to the health sector.

In compliance with the procedures established by the competent Ministry and by the National University Council, for the delivery of courses with mixed modalities, the degree course in Management and Policy of Public Administrations delivers the training activities, for each teaching identified in the teaching plan, 50% in presence, and 50% at a distance. The distance learning activities are delivered, again with reference to each course identified in the teaching plan, 2/3 through synchronous distance learning activities, and 1/3 through asynchronous distance learning activities.

The mixed mode of delivery of the course is motivated by the fact that both the specific training objectives of the course and its educational pathway can be better pursued and achieved through this didactic mode: more specifically, the alternation of face-to-face and distance learning, synchronous and asynchronous, allows both the acquisition of knowledge (methodological, managerial, legal, economic and social) and the learning of skills (team working, problem solving, technological innovations, among others).

Expected learning outcomes

Knowledge and understanding skills

The degree course provides the basic tools for

- know the processes and rules of operation of public organisations, whether they are traditional public administrations (territorial and non-territorial public bodies, non-economic and economic public bodies), or private entities (e.g. publicly-owned companies) responsible for managing activities and services of general interest
- understand the constant transformations of the public sector, within the dynamics of the European and international context

of reference, and through the development of the knowledge society;

- understand how and why an efficient organisation of public functions and services is an essential element for the cultural, economic and social development of the country;
- understand the interactions between private actors (citizens and economic operators) and public organisations, with particular regard to the communication, implementation, analysis and evaluation of public policies.

Contributing to the achievement of these objectives are the teachings in the areas of political-social, legal, statistical-economic, and economic-managerial sciences.

These objectives are verified in the following ways: student reports and work (individual and in teams), carried out within the individual teaching and on

individual topics of the course; written and, or, oral profit examinations at the end of the individual course.

Ability to apply knowledge and understanding

The degree course teaches how to

- know and understand the needs of economic operators and citizens, and the demands that these stakeholders place on public organisations;
- to distinguish the strengths and weaknesses of different approaches to public management;
- collaborate systematically with all the other actors, internal and external to the public sector, who contribute to the organisation and management of functions and services of general interest;
- understand the importance of evaluating the quality of the services offered to the community, and the adequacy of the results obtained, in order to apply the knowledge acquired, both in qualitative and quantitative terms, within this evaluation.

Teaching in the fields of management, organisation, sociology and political science contribute to achieving these objectives.

These objectives are verified in the following ways:

- the methods and forms of ?innovative and participative teaching?: in particular, exercises and case studies, according to the rules of ?problem solving?, aimed at the acquisition not only of theoretical knowledge but also of applied skills
- further training activities, consisting of both the attendance of workshops organised by the degree course and the carrying out of internships and work placements at public organisations with which the degree course collaborates and maintains constant relations.

Autonomy of judgement

The degree course teaches

- think in terms of projects and objectives;
- understand and implement the effectiveness of each public policy;
- recognise and remedy the main malfunctioning mechanisms of public bureaucracies;
- identify and enhance the reference networks of public action, in order to reduce the distance (real and perceived) between the administered community and the exercise of public powers.

Contributing to these objectives are

- the analytical tools provided through the characterising teachings in the fields of political science, sociology, business economics and law, and which aim to consolidate the capacity for autonomous mastery of the different approaches to public management
- the optional courses, through which students are encouraged to create their own study path, autonomous and customised, in order to enhance their aptitudes and preferences;
- the constant use within all teaching activities, delivered in ?mixed mode?, of ICT tools, in order to implement skills of use and judgement of the different information technologies available
- constant and active participation in the forms of ?innovative and participative teaching? that are capable of developing autonomous and motivated judgements: these forms include, in particular, work groups, case studies, research, in-depth studies, and their written and oral presentation.

Verification of these objectives takes place in the following ways: active participation in seminars and tutorials, carried out within and on individual teaching topics; profit examinations, written and, or, oral, taken at the end of the individual teaching.

Communication skills

The degree course teaches how to

- consciously use the tools that technological innovation, through its continuous evolution, makes available to public organisations, both for what concerns the improvement of their organisational processes and activities, and for the most effective communication and relationship with users;
- implement and verify the clarity and simplicity of the texts, regulatory and administrative, produced by public organisations;
- monitor requests, and their outcomes, concerning administrative inefficiencies reported by economic operators and citizens;
- communicate in national and supranational contexts through the correct use of the English language.

They contribute to achieving these objectives:

- training activities aimed at the acquisition of language and, or, computer skills;
- the performance, in ?mixed mode?, of all teaching and training activities: modes capable of developing communication skills both within organisational contexts that work ?in presence? and within work groups that operate ?at a distance
- the training activities of ?innovative and participated didactics?, with particular reference to the interaction in work groups,

and to the exposition, in written and oral form, of the acquired skills;

- the accompaniment of students, by lecturers, in the drafting of the 'final exam' of the degree course.

These objectives are verified in the following ways: oral presentation of reports and papers, prepared under the supervision of the individual lecturer; profit examinations, written and, or, oral, taken at the end of the individual course.

Learning skills

Through the training activities - whether carried out in 'blended mode' or through the forms of 'traditional and innovative teaching' - students are directed to

- find and make use of all available sources of information, always recognising their different relevance and reliability;
- learn and develop an interdisciplinary approach to the organisation and management of public organisations;
- learn and apply the best integration of different managerial skills (economic, legal, political, sociological, statistical);
- learn, and concretely experiment, the resources that the knowledge society makes available to an education that conforms to the lifelong learning paradigm.

Given the transversal nature of this objective, all the teaching activities contribute to strengthening learning and self-learning skills: this is done both with a view to continuing studies in the subsequent master's degree and in the awareness of a continuous professional update, within the working environment of reference.

These objectives are verified in the following ways: bibliographical, legal and doctrinal source research, carried out under the supervision of the individual lecturer; profit, written and, or, oral examinations, taken at the end of the individual course.

Professional profile and employment opportunities

When working in public administrations, the graduate in 'Management and Policies of Public Administrations' may operate at central, regional or local level, with medium-level responsibilities.

When working in private organisations responsible for the management of activities and services of general interest, the graduate in 'Management and Policies of Public Administrations' can work

- in publicly owned companies
- in companies, to manage projects in which business objectives and public policies are intertwined;
- in consultancy companies, to provide research and services based on the relationship with public administrations;
- in trade organisations, to monitor sector policies;
- in the media, to improve information concerning citizens;
- in public relations companies, so that relations between companies and institutions are based on high technical and ethical standards;
- in non-profit organisations, because good must also be done well.

In particular, the degree course provides the competences and skills associated with the following professional profiles:

Management and control technicians in public administration

Function in a working context:

The professions included in this unit assist public administrations in the management and control of organisational processes, with particular reference to legal-administrative, personnel, accounting, and user relations processes.

Competences associated with the function:

Professionals possess the knowledge and skills necessary to analyse and address managerial and administrative problems, present within public administrations, including through the understanding of relevant systemic interactions.

Employment opportunities:

Graduates operate, as a rule with the qualification of administrative instructor, and within the economic-financial services, in central, regional and local public administrations, in public administrations with functional autonomy (universities, educational institutions, health agencies), in publicly-owned companies, and in public enterprises.

Licensing service technicians

Function in a work context:

The professions classified in this unit examine applications and verify the conditions for granting licences for business and commercial activities, for the construction of buildings, houses or other facilities.

Competences associated with the function:

Professionals are able to know and understand the regulatory framework of reference, in particular with regard to the institutes inherent to administrative simplification and the use of ICT, and to apply this regulatory framework - in the light of its interdisciplinary relations with political, social, economic and organisational sciences - to the procedures that make the exercise of private economic initiative conditional on the granting of administrative authorisations and concessions.

occupational outlets:

Graduates work, as a rule with the qualification of administrative instructor, and within the offices dealing with companies and private individuals, in regional and local public administrations. They also work in commercial enterprises and organisations in the tertiary sector, with the aim of instructing and following the procedures for obtaining administrative authorisations and concessions.

Public service technicians for the issuing of certifications and documentation

Function in a work context:

Occupations classified in this unit examine applications and verify the conditions for issuing passports, identity documents

and other personal certifications made by the public administration.

Skills associated with the function:

Professionals know and understand the regulatory framework of reference, and are able to contextualise this regulatory framework within each public sector policy: they ensure not only the legitimacy of the measures issued by public administrations, but also their ability to achieve - effectively and economically - the objectives and results of administrative action.

Employment opportunities:

Graduates work, as a rule with the qualification of administrative instructor, in central, regional and local public administrations, as well as in non-territorial public bodies (universities, educational institutions, health authorities), in public companies and enterprises, and also in private enterprises interacting with the public administration.

Initial knowledge required

To be admitted to the Degree Course in "Management and Policies of Public Administrations", one must have a high school diploma, or another suitable qualification, obtained abroad. It is also necessary to have an adequate initial preparation: in order to profitably attend the Degree Course it is necessary to have acquired expressive knowledge, and knowledge relating to both the historical and social area, and logical and analytical skills.

The Degree Course in "Management and Public Administration Policies" has limited access, with a number of students equal to 100, to which must be added the quota reserved for non-EU students residing abroad: the Degree Course issues, for each academic year, a specific call for admission.

The selection of students, who intend to enroll in the Degree Course, is carried out on the basis of a specific online test (TOLC-E), which must be taken according to the procedures for carrying it out, and within the deadlines, identified in the call for admission.

The merit ranking, valid for admission, is calculated on the basis of the result obtained in the TOLC-E test, and on the basis of the academic performance measured: a) on the basis of the average grade in Italian, mathematics, history and English, obtained at the end of the penultimate year of high school (for students who have not yet graduated); b) on the basis of the final grade.

The outcome of the TOLC-E test, and the academic achievement, contribute to the final result in the following proportions:

- TOLC-E test result: 75%
- School profit: 25%

Admission to the Degree Course in "Management and Policies of Public Administrations", as indicated in the call for admission, takes place in two distinct moments:

- the first (in the spring, in the time period set by the call for admission) for 40 places, of which 20 reserved for working students with a high school diploma
- the second (in the summer, in the time period set by the call for admission) for the remaining 60 places (and for any remaining places not covered in the spring selection), of which 30 reserved for working students with a high school diploma.

For students admitted to the Degree Course in "Management and Policies of Public Administrations", who in the TOLC-E test have obtained - in the "expressive-verbal understanding" area and/or in the "logical-analytical capacity" area - results lower than the minimum score indicated in the call for admission, additional educational obligations (OFA) are assigned, to be filled within the first year of the course, according to the procedures specified in the same call for admission.

If, within the aforementioned deadline, the student does not fulfill these additional educational obligations (OFA), he will not be able to sit - in the following academic year of enrollment in the Degree Course - the exams scheduled for the II and III year of the course.

OFA English language

In order to fulfil the Additional Learning Requirement (Obbligo Formativo Aggiuntivo – OFA) for English and sit the English-language exam required by the study plan, students must achieve B1 proficiency per the Common European Framework of Reference for Languages (CEFR). This proficiency level may be certified as follows:

- By submitting a language certificate attesting B1 or higher level in English and issued no more than three years before the date of submission. You will find the list of language certificates recognized by the University at: (<https://www.unimi.it/en/node/39322>). The certificate must be uploaded during the enrolment procedure, or subsequently to the portal <http://studente.unimi.it/uploadCertificazioniLingue>;
- By taking a placement test offered by the University Language Centre (SLAM) between October and December of the first year. Students who fail the test will be required to take a SLAM course.

The placement test is mandatory for all those who do not hold a valid certificate attesting to B1 or higher level.

Those who have not taken the placement test by the end of December or fail the end-of-course exam six times must obtain the necessary certification privately in order to fulfil the OFA and sit the English exam.

Compulsory attendance

The degree course in "Management and Public Administration Policies" is a course of study with compulsory attendance: only students who have attended at least 60% of the lessons are allowed to take the exam at the end of each course in presence, and at least 60% of the lessons remotely.

Degree programme final exams

The degree in "Management and Policies of Public Administrations" is achieved by passing a final test which consists in the drafting, also in English, of a written paper concerning the research and in-depth analysis of a theme, within of the scientific-disciplinary areas of the Degree Course. The final test is evaluated by a special commission which judges its completeness, clarity and originality, attributing the relative numerical score to this work.

The subject of the test must be agreed with the professor of a course of the Degree Course, course of which the final exam has been taken.

Criteria for admission to the final exam

To be admitted to the final exam, the student must have earned 174 credits

EXPERIENCE OF STUDY ABROAD AS PART OF THE TRAINING PROGRAM

The University of Milan supports international mobility by providing its students with the opportunity to spend study and internship periods abroad. It is a unique chance to enrich your educational path in a new exciting environment.

The agreements entered into by the University with over 300 universities from the 27 EU member countries under the European Erasmus+ programme allow regularly enrolled students to carry out part of their studies at one of the partner universities or to undertake internships at companies, training and research centres and other organisations.

Similar international mobility opportunities are provided outside Europe, through agreements with a number of prestigious institutions.

The University of Milan is a member of the 4EU+ European University Alliance that brings together eight public multidisciplinary universities: University of Milan, Charles University of Prague, Heidelberg University, Paris-Panthéon-Assas University, Sorbonne University of Paris, University of Copenhagen, University of Geneva, and University of Warsaw. The 4EU+ Alliance offers integrated educational pathways and programmes to promote the international mobility of students (physical, blended and virtual).

Study and internships abroad

The degree course in "Management and Public Administration Policies" offers the opportunity to carry out periods of study at numerous European universities, where students will be able to follow cycles of lessons and obtain training credits valid for obtaining the degree.

As part of the Erasmus programme, exchange agreements are in place with academic institutions present, among the other member states of the European Union: in Spain (University of Oviedo, University of Salamanca, Jaume I de Castellón University, Valencia, University of La Coruña) , France (Université Catholique, Lille), Portugal (University of Coimbra), Poland (University of Katowice, University of Gdansk, University of Lodz).

The courses offered by the aforementioned Universities cover all the central themes and disciplines of management and public administration policies.

The choice by the student of the exams to be taken abroad is made, before departure, together with the Erasmus+ coordinator of the Degree Course: the credits earned abroad are formally recognised, within the "study plan ", at the end of the period of stay abroad.

How to participate in Erasmus mobility programs

The students of the University of Milan can participate in mobility programmes, through a public selection procedure.

Ad hoc commissions will evaluate:

- Academic career
- the candidate's proposed study programme abroad
- his/her foreign language proficiency
- the reasons behind his/her application

Call for applications and informative meetings

The public selection for Erasmus+ mobility for study generally begins around February each year with the publication of a call for applications specifying destinations and requirements. Regarding the Erasmus+ Mobility for Traineeship, the University of Milan usually publishes two calls a year enabling students to choose a destination defined by an inter-institutional agreement or to find a traineeship position on their own.

The University organises informative meetings to illustrate mobility opportunities and rules for participation.

Erasmus+ scholarship

The European Union grants the winners of the Erasmus+ programme selection a scholarship to contribute to their mobility costs, which may be supplemented by the University funding for disadvantaged students.

Language courses

Students who pass the selections for mobility programmes can benefit from intensive foreign language courses offered each

year by the University Language Centre (SLAM).
<https://www.unimi.it/en/node/8/>

Learn more at <https://www.unimi.it/en/node/274/>

For assistance, please contact:
 International Mobility Office
 Via Santa Sofia 9 (second floor)
 Tel. 02 503 13501-12589-13495-13502
 Contacts: InformaStudenti;
 Student Desk booking through InformaStudenti

1st COURSE YEAR Core/compulsory courses/activities common		
Learning activity	Ects	Sector
Business and Accounting	9	SECS-P/07
Political and administrative science	9	SPS/04
Political philosophy and public ethics	6	SPS/01
Public Law	9	IUS/09
Quantitative Methods and Statistics for the Social Sciences	9	SECS-S/01
Social psychology	6	M-PSI/05
Total compulsory credits		48
2nd COURSE YEAR (available as of academic year 2026/27) Core/compulsory courses/activities common		
Learning activity	Ects	Sector
Economics	12	(6) SECS-P/02, (6) SECS-P/01
English	6	L-LIN/12
European Union Law	6	IUS/14
Public Management	9	SECS-P/07
Public Policy	9	SPS/04
Sociology of organisations and professions	12	SPS/09
Total compulsory credits		54
3rd COURSE YEAR (available as of academic year 2027/28) Core/compulsory courses/activities common		
Learning activity	Ects	Sector
	12	(6) IUS/01, (6) IUS/05
Administrative Law	9	IUS/10
Finance Science and Public Policy of the European Union	9	SECS-P/03
Welfare policies	6	SPS/04
Total compulsory credits		36
Elective courses		
Students must choose 1 of the 2 courses listed below		
Administrative Law - Advanced	6	IUS/10
Labour Law in Public Administration	6	IUS/07
Students must choose 1 of the 3 courses listed below		
European and cohesion policies	6	SPS/04
Qualitative methods for public administrations	6	SPS/07
State, Society and Economic Regulation	6	SPS/09
Students must choose 1 of the 3 courses listed below		
Cost-Benefit Analysis	6	SECS-P/03
Health Care Management	6	SECS-P/07
Health Economics	6	SECS-P/03
Management of Public services	6	SECS-P/07
Public Organization Theory	6	SECS-P/10
Further elective courses		
Students must choose 12 ECTS credits selecting courses		
For this purpose they may take:		
- courses given in other Degree Courses, or in other Faculties, of the University, subject to approval of the Teaching Board.		
- courses of the III year, among those they have not already chosen (see above)		
Students must obtain 6 ECTS credits for other educational activities through:		
- Advanced computer skills (CTU)		
- Advanced language skills of English (SLAM)		
- internship (certifier: prof. Gabriele Bottino, gabriele.bottino@unimi.it)		

- attendance of (also external) courses and seminars subject to the approval of prof. Gabriele Bottino,
gabriele.bottino@unimi.it

Advanced Language Skills: English (3 ECTS)	3	ND
End of course requirements		
Final Exam	6	NA
Total compulsory credits	6	

COURSE PROGRESSION REQUIREMENTS

The course contains the following obligatory or advised prerequisites

Learning activity	Prescribed foundation courses	O/S
Public Policy	Political and administrative science	Core/compulsory
Administrative Law	Public Law	Core/compulsory
	Public Law	Core/compulsory
Finance Science and Public Policy of the European Union	Economics	Core/compulsory
Administrative Law - Advanced	Public Law	Core/compulsory
Labour Law in Public Administration	Public Law	Core/compulsory
European Union Law	Public Law	Core/compulsory
Economics	Quantitative Methods and Statistics for the Social Sciences	Core/compulsory