# **ADPM2M**

2015 - 2016

# Master [120] in Public Administration

At Mons - 120 credits - 2 years - Day schedule - In french Dissertation/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: Faculté des sciences économiques, sociales, politiques et de

communication (ESPO)

Programme code: adpm2m - Francophone Certification Framework: 7

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# **ADPM2M - Introduction**

# Introduction

# Your profile

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 :

On completion of this programme, graduates will be able to:

like all Master [60] in Political Sciences:

CG1 graduates: develop an understanding and a political action: develop an understanding and ethics relating to public service.

- 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.
- Present 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 (Regional development and territorial projects):

- 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-2015-adpm2m-madpm600t.html]
- > Professional focus: Regional Development and territorial projects [en-prog-2015-adpm2m-madpm230s]

#### ADPM2M Detailled programme

# Programme by subject

### **CORE COURSES**

O Mandatory

☼ Optional

△ Courses not taught during 2015-2016

Periodic courses not taught during 2015-2016

Periodic courses taught during 2015-2016

Activity with requisites

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

						Y6
MADPU2153	Territoires et espaces publics	Fabienne Leloup	30h+0h	5 Credits	2q	х
MSHUM2201	Compétences relationnelles	François Lambotte, Laurent Lievens	15h+30h	5 Credits	1q	X
MSPOL2141	Médias et politique	Frédéric Moens	30h+0h	5 Credits	2q	х
MSPOL2142	Modèles socio-politiques de l'Etat	Pierre Vercauteren	30h+0h	5 Credits	1q	х
MSPOL2143	Politiques régionales et aides européennes	Justin Lawarée, Alain Schoon	30h+0h	5 Credits	2q	X
MSPRI2160	Politiques de développement	Pierre Grega	30h+0h	5 Credits	1q	Х
MSPRI2162	Political Theories and Systems of the European Union	Elena Aoun	30h+0h	5 Credits	1q	х
MADPU2203	Gouvernance et action publique	Sébastien Pradella	30h+0h	5 Credits	1q	
MSPOL2228	Théories de la démocratie	Nathalie Schiffino- Leclercq	30h+0h	5 Credits	1q	
MADPU2234	Stage en administration publique	N.		10 Credits	1 + 2q	
MADPU2235	Mémoire en administration publique	N.		20 Credits	1 + 2q	
Cours au che	oix					
In cours au choix parı	ni					
MSPRI2161	Droit des organisations internationales	Jean le Hardÿ de Beaulieu	30h+0h	5 Credits	2q	X
	Politiques culturelles	Damien Vanneste	30h+0h	5 Credits	2q	х

O MANGL2163	Advanced English 1	N.	0h+30h	2 Credits	1 + 2q	Х
O MANGL2236	Advanced English 2 =	N.	0h+30h	3 Credits	1 + 2q	х

# o 2ème langue au choix

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

## **SESPAGE SENTING**

<b>O</b> MESPA2165	Advanced Spanish 1	N.	0h+30h	3 Credits	1 + 2q	X	
<b>○</b> MESPA2237	Advanced Spanish 2	N.	0h+30h	2 Credits	1 + 2q		X

#### 

O MNEER2164	Advanced Dutch 1	N.	0h+30h	3 Credits	1 + 2q	X	
O MNEER2238	Advanced Dutch 2	N.	0h+30h	2 Credits	1 + 2q		X

# PROFESSIONAL FOCUS: REGIONAL DEVELOPMENT AND TERRITORIAL PROJECTS

Mandatory△ Courses not taught during 2015-2016

**S** Optional

Periodic courses not taught during 2015-2016

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

						Ye 1	
MADPU2152	Management public	Lionel Bonjean, David Urban	30h+15h	5 Credits	1q	X	
O MGEST1323	Management humain	Laurent Taskin	30h+10h	5 Credits	2q	X	
O MSPOL2140	Acteurs du système politique	Pierre Baudewyns	30h+0h	5 Credits	1q	X	
O MAPHD2207	Recrutement et marchés publics	Jean Bourtembourg, Christian de Visscher	30h+0h	5 Credits	1q		X
O MADPU2204	Politiques publiques	Jean-Emile Charlier	30h+0h	5 Credits	1q		X
● MAPHD2208	Projets européens	Eric Delecosse, Fabienne Leloup	30h+15h	5 Credits	1q		X

## Course prerequisites

A document entitled en-prerequis-2015-adpm2m.pdf specifies the activities (course units - CU) with one or more pre-requisite(s) within the study programme, that is the CU whose learning outcomes must have been certified and for which the credits must have been granted by the jury before the student is authorised to sign up for that activity.

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

As the prerequisites are a requirement of enrolment, there are none within a year of a course.

The prerequisites are defined for the CUs for different years and therefore influence the order in which the student can enrol in the programme's CUs.

In addition, when the panel validates a student's individual programme at the beginning of the year, it ensures the consistency of the individual programme:

- It can change a prerequisite into a corequisite within a single year (to allow studies to be continued with an adequate annual load);
- It can require the student to combine enrolment in two separate CUs it considers necessary for educational purposes.

For more information, please consult regulation of studies and exams.

### The programme's courses and learning outcomes

For each UCL 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 UCL account.

#### **ADPM2M - Information**

#### **Admission**

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

En plus de remplir les conditions d'accès décrites ci-dessous, les candidats devront apporter la preuve d'une maîtrise suffisante de la langue française (niveau B1 du <u>Cadre européen commun de référence</u>) et de la langue anglaise (les candidats doivent fournir une preuve d'aptitude à suivre des cours en anglais).

#### **CONDITIONS GENERALES D'ACCES:**

Conformément aux <u>conditions d'admission générales</u>, ont un accès direct les titulaires porteurs d'un des grades académiques de la Communauté française de Belgique suivants :

- un grade académique de premier cycle du même cursus;
- un même grade académique du deuxième cycle mais avec une autre finalité;
- un diplôme universitaire de premier cycle reconnu comme comprenant les crédits suivants :
  - 35 crédits de cours en sciences politiques, dont les 4 cours suivants (ou leur équivalent) : POLS 1328 "Comparative Politics" (5 crédits), POLS 1319 "Géopolitique" (5 crédits), POLS 1223 "Théorie des organisations et de l'action publique" (5 crédits), POLS 1320 "Introduction aux relations internationales" (5 crédits) ;
  - 10 crédits de cours de méthodologie des sciences sociales ;
  - 6 crédits de cours de langue anglaise tout en ayant atteint le niveau moyen dans cette langue.

Les cours non suivis sont ajoutés au programme de master (sans pouvoir dépasser un total de 15 crédits). Les équivalences entre cours sont soumises à l'approbation du responsable académique du programme.

Si le total des prérequis dépasse 15 crédits, l'accès au master est conditionné à la réussite d'une année préparatoire de maximum 60 crédits.

- University Bachelors
- Non university Bachelors
- Holders of a 2nd cycle University degree
- Holders of a non-University 2nd cycle degree
- · Adults taking up their university training
- Personalized access

### **University Bachelors**

Diploma	Special Requirements	Access	Remarks
UCL Bachelors			
		Direct access	
		On the file: direct access or access with additional training	
		Access with additional training	
Bachelier en information et communication		On the file: direct access or access with additional training	
Bachelier ingénieur de gestion			
Others Bachelors of the French	n speaking Community of Belgio	ım	
		Direct access	
Bachelors of the Dutch speaking	ng Community of Belgium		
		Direct access	
Foreign Bachelors			
		Direct access	

## Non university Bachelors

Diploma	Access	Remarks
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> Find out more about links to the university

<ul> <li>&gt; BA - assistant(e) social(e)</li> <li>&gt; BA - conseiller(ère) social(e)</li> <li>&gt; BA en communication</li> <li>&gt; BA en droit</li> <li>&gt; BA en sciences administratives et gestion publique</li> </ul>	Accès au master moyennant ajout de maximum 60 crédits d'enseignements supplémentaires obligatoires au programme. Voir 'Module complémentaire'	Type court
<ul> <li>&gt; BA en communication appliquée - type long</li> <li>&gt; BA en gestion publique - type long</li> <li>&gt; BA en traduction et interprétation - type long</li> </ul>	Accès au master moyennant ajout de maximum 60 crédits d'enseignements supplémentaires obligatoires au programme. Voir 'Module complémentaire'	Type long

### Holders of a 2nd cycle University degree

Diploma	Special Requirements	Access	Remarks
"Licenciés"			
		Direct access	
Masters			
Tous les masters		Access with additional training	

# \_\_ Holders of a non-University 2nd cycle degree

וסוסווט	Access	Remarks
> Find out more about links to the university		
<ul> <li>MA en communication appliquée spécialisée, animation socioculturelle et éducation permanente</li> <li>MA en communication appliquée spécialisée, publicité et communication commerciale</li> <li>MA en communication appliquée spécialisée, relations</li> </ul>	Accès direct au master moyennant ajout éventuel de 15 crédits max	Type long
publiques		
> MA en communication appliquée, animation socioculturelle et		

- éducation permanente > MA en communication appliquée, publicité et communication
- commerciale
- > MA en communication appliquée, relations publiques
- > MA en gestion publique
- > MA en interprétation
- > MA en presse et information
- > MA en presse et informations spécialisées
- > MA en sciences administratives
- > MA en traduction

#### Adults taking up their university training

> See the website www.uclouvain.be/en-vae

Tous les masters peuvent être accessibles selon la procédure de valorisation des acquis de l'expérience.

Accès selon la procédure de validation des acquis de l'expérience

Consultez le site www.uclouvain.be/vae

#### Personalized access

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

## Admission and Enrolment Procedures for general registration

# **Supplementary classes**

To enrol for this Masters, the student must have a good command of certain subjects. If this is not the case, they must add preparatory modules to their Master's programme.

Optional

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

Mandatory
 A Course of Advanta during 2015 2016

 $\Delta$  Courses not taught during 2015-2016  $\oslash$  Periodic courses not taught during 2015-2016

O MDROI1308	Droit des relations internationales	Jean le Hardÿ de Beaulieu	30h	5 Credits	1q
• MDROI1310	Droit institutionnel de l'Union Européenne	Jean le Hardÿ de Beaulieu	30h	5 Credits	2q
<b>O</b> MMETH1219	Méthodes de recherche en sciences politiques et sociales	Frédéric Moens	30h+30h	7 Credits	2q
● MSHUM1322	Projet associatif social ou culturel	Pierre Vercauteren	0h+30h	5 Credits	1 + 2q
O MSPOL1232	Régimes politiques comparés	Deyssi Rodriguez-Torres	30h+0h	4 Credits	1q
MSPOL1336	Système politique de la Belgique	Pierre Baudewyns, Lieven De Winter	30h	5 Credits	2q
O MSPOL1339	Politique internationale	Pierre Vercauteren	30h	5 Credits	2q
O MANGL1339	Anglais 3	N.	0h+60h	4 Credits	1 + 2q

#### o Cours à option

Une des langues suivantes:

· ·						
S MNEER1341	Néerlandais 3	N.	0h+60h	4 Credits	1 + 2q	
₩ MESPA1340	Espagnol 3	N.	0h+60h	4 Credits	1 + 2q	

## o Activité en fonction du master choisi:

≅ Pour l'étudiant qui choisit le master en administration publique (ADPM2M) ou le master 60 en sc. politiques (SPOM2M1)

O MSPOL1337	Théorie de l'action publique	Caroline Deblander	30h	5 Credits	1q
		(compensates Nathalie			
		Schiffino-Leclercq),			
		Nathalie Schiffino-			
		Leclercq			

# 22 Pour l'étudiant qui choisit le master en sc. politiques, or. relations internationales (PRIM2M)

O MSPOL1340	Théories des relations internationales	Jean-Louis De Brouwer	30h	5 Credits	1q

## **Teaching method**

In addition to the interdisciplinarity of the courses, various seminars, exercises, conferences, work placements in scientific networks, etc. supplement the Master in Political Science: General programme.

#### **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.

## Mobility and/or Internationalisation outlook

There are numerous opportunities for internships and travel abroad, in Europe or elsewhere, easing the student's integration into the workplace. Courses are also taught in foreign languages by visiting professors.

#### International office - UCL Mons

**Mme Magaly Duquesne** 

# 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 Managment**

Entite de la structure CCBM

Sigle **CCBM** 

Dénomination Com. conjointe des progr. de bachelier en sc.politiques, en sc. humaines et sociales, en

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Faculté Faculté des sciences économiques, sociales, politiques et de communication (ESPO) Commission de programme

Com. conjointe des progr. de bachelier en sc.politiques, en sc. humaines et sociales, en

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Academic Supervisor: Pierre Vercauteren

Secrétaire de jury : Nathalie Schiffino (Tel: 065/32.34.28)

Président de jury : Amine Ait-Chaalal

### **Usefull Contacts**

Gestionnaire de programme : Aurélie Lejeune

Information pour les futurs étudiants : Emmanuelle Petit

UCL - Université catholique de Louvain Study Programme 2015-2016

Master [120] in Public Administration [adpm2m]