



Name	Public and Nonprofit Administration
Component modules	1. Public Value, Public Financial Management and Development Finance (2 CFU) 2. Public Administration in International Contexts: Diplomacy, the Political Dimension of Development Cooperation, and Foreign Trade Promotion (2 CFU) 3. Public and Nonprofit Administration in International Development and Humanitarian Action (4 CFU)
Scientific-disciplinary sector	ECON-06/A
Year of course and semester of provision	3rd Year – 1st Semester
Language of instruction	English
Didactic load in university formative credits	8
Number of hours of assisted teaching activity	DE: 48 DI: 8
Teachers	Anna Rocchi – 4 CFU Eugeniu Rotaru – 2 CFU Antonio Portaluri – 2 CFU
Specific learning outcomes	Upon completing the course, students will have acquired an integrated understanding of how public administrations, diplomatic missions, multilateral institutions, development finance institutions and nonprofit organisations create, finance, implement and evaluate public value in international contexts. The course combines economic and financial analysis, public management, political-diplomatic action, development cooperation and humanitarian practice within a common analytical framework. By the end of the course, students will be able to: • explain the distinctive mandates, governance structures and accountability mechanisms of public administrations, diplomatic missions, international organisations, multilateral development banks, development finance institutions and nonprofit actors, and assess how these organisations interact in the pursuit of public value; • analyse the economic, fiscal, financial, political and institutional conditions that shape public action and international development, including public investment, development cooperation, foreign trade promotion and action in fragile or crisis-affected environments; • distinguish and critically assess the principal instruments used to finance development and public-interest interventions, including public budgets, grants and official development assistance, sovereign and concessional lending, guarantees, debt and equity, public-private partnerships, blended finance, private-capital mobilisation and impact investing; • apply stakeholder mapping, political-economy analysis, negotiation, project and programme cycle concepts, Theory of Change, Logical Framework and Results-Based Management to real-world public, development and humanitarian cases; • assess implementation performance and development impact using appropriate evidence, monitoring, accountability and evaluation approaches, while recognising trade-offs, uncertainty, attribution limits and the specific challenges of fragile and complex contexts; • prepare and communicate concise, evidence-based outputs for decision-makers, including policy briefs, diplomatic or strategic reporting, project notes, financing recommendations and oral presentations, using appropriate managerial, financial and institutional language; • independently interpret institutional reports, project documents and evaluation evidence, compare alternative courses of action, and formulate reasoned judgements on the effectiveness, financial



	sustainability and public value of public and nonprofit interventions.
Program	The course examines public and nonprofit administration in international contexts through three complementary perspectives: (i) the economic, financial and public-management foundations of public value and development finance; (ii) the political-diplomatic dimension of the external action of the State; and (iii) the design, implementation, monitoring and evaluation of international development and humanitarian interventions. The three modules share common learning outcomes and form a single learning pathway from public mandate and resource mobilisation to political coordination, programme implementation and evidence-based evaluation. Module 1 – Public Value, Public Financial Management and Development Finance (2 CFU – Antonio Portaluri) <i>This module introduces the economic and financial architecture through which public objectives are translated into investment and development interventions. It links public value and state capacity to the financing of large-scale projects and to the growing mobilisation of private capital for development.</i> 1. Public value, state capacity and public financial management: the role of the State and nonprofit actors; public goods and market failures; public value and accountability; public budgets, fiscal space, public investment management, procurement and the institutional conditions for effective public investment. 2. The international development-finance architecture: the different mandates and operating models of the IMF, World Bank/IBRD/IDA, IFC and MIGA; the role of the EIB, EBRD, regional multilateral development banks, AIIB and New Development Bank; sovereign versus non-sovereign finance and the relationship between policy, public investment and private-sector development. 3. Financing instruments, risk allocation and private-capital mobilisation: grants and ODA, concessional and market-based lending, guarantees, debt and equity, public-private partnerships, blended finance and impact investing; additionality, bankability, de-risking, financial sustainability and the allocation of risk among governments, DFIs, donors and private investors. 4. Geoeconomics, scale and development impact: comparative cases from the Middle East, Eurasia, Latin America and Asia, with selected cross-regional examples; infrastructure, energy, food systems, health, climate and productive investment; reading project and investment documents through project size, beneficiaries, employment, capital mobilised, development outcomes and measurable impact. <i>Interactive activity (2 hours): Development Finance / Investment Committee simulation in which students compare alternative interventions, identify an appropriate financing structure and defend a recommendation on public value, risk allocation, additionality and expected impact.</i> Module 2 – Public Administration in International Contexts: Diplomacy, the Political Dimension of Development Cooperation, and Foreign Trade Promotion (2 CFU – Eugeniu Rotaru) <i>This module examines diplomatic missions as public administrations operating abroad and focuses on the political, institutional and stakeholder-management dimensions of international public action.</i> 1. Diplomacy as Public Administration Abroad: the role, functions and operating environment of embassies and diplomatic missions; political representation, information gathering and reporting, policy coordination, negotiation and service delivery abroad. 2. Stakeholder Politics: mapping and managing ministries, public agencies, civil-society organisations, international organisations, firms, media and other actors with different mandates, incentives and priorities. 3. Political Economy of Development Cooperation: donor priorities and coordination, recipient-country ownership, domestic political constraints, incentives and conditionality, and foreign-policy considerations. 4. Foreign Trade Promotion as Public Policy: the rationale for public support to exports and investment; commercial diplomacy, trade-promotion instruments and coordination between public institutions and the private sector. 5. Decision-Making in Complex International Environments: political risk, crisis management, negotiation, uncertainty and institutional coordination, with practitioner-led cases from Sub-Saharan Africa and Southeast Asia. 6. Coordinating the External Action of the State: whole-of-government approaches, donor coordination, economic diplomacy and the coordination of national actors abroad, including practical examples of the Italian system.



	<i>Interactive activity (2 hours): stakeholder-mapping, embassy decision-making and negotiation simulation, accompanied by the preparation of a short policy or diplomatic memo for a decision-maker.</i> Module 3 – Public and Nonprofit Administration in International Development and Humanitarian Action (4 CFU – Anna Rocchi) <i>This module examines development cooperation and humanitarian action as fields in which public institutions, international organisations, civil society and nonprofit actors jointly identify priorities and translate them into strategies, programmes and interventions. Particular attention is devoted to fragile and complex contexts and to the full results chain from design and implementation to monitoring, learning and evaluation.</i> 1. The Institutional Architecture of International Development and Humanitarian Action: institutional roles, mandates, governance arrangements and coordination among governments, donors, international organisations, civil society and nonprofit actors. 2. From Needs and Priorities to Programming: the Project and Programme Cycle: needs assessment, priority setting, negotiation, programming choices, stakeholder participation and the transition from policy objectives to interventions. 3. Designing Development Interventions: Theory of Change, Logical Framework, Results-Based Management, results chains, assumptions, indicators and the design of coherent and evaluable interventions. 4. Implementation and Adaptive Management in Fragile and Complex Contexts: programme management, implementation arrangements, operational constraints, risk, adaptation, localisation and decision-making under uncertainty. 5. Humanitarian Action and Crisis Response: humanitarian principles, crisis-response architecture, coordination mechanisms and the relationship between humanitarian, development and longer-term resilience action. 6. Monitoring, Accountability and Learning: monitoring systems, data and indicators, accountability to affected populations and donors, feedback mechanisms, learning loops and evidence-informed adaptation. 7. Evaluation of Development and Humanitarian Interventions: evaluation purposes and criteria, methodological choices, evidence quality, causal reasoning, utilisation of evaluation findings and decision-making. 8. Applied Case Studies and Simulation: integrated analysis of development and humanitarian cases and application of programme-design, monitoring, accountability and evaluation tools. <i>Interactive activities (4 hours): project-design and Theory-of-Change exercises, monitoring/evaluation problem-solving, practitioner-led case discussion and an applied simulation integrating implementation, accountability and evidence for decision-making.</i>
Types of didactic activities envisaged and relative methods of carrying out	The course combines 48 hours of Didactic Delivery (DE) with 8 hours of Interactive Didactics (DI), organised across the three modules in proportion to their CFU allocation (Antonio Portaluri: 12 DE + 2 DI; Eugeniu Rotaru: 12 DE + 2 DI; Anna Rocchi: 24 DE + 4 DI). Teaching will combine lectures with practitioner-led cases, institutional documents, applied exercises, simulations and structured discussion. The economic-financial module will use comparative development-finance cases and an investment-committee simulation. The diplomatic module will use stakeholder mapping, embassy decision-making, negotiation exercises, policy-memo drafting and practitioner-led discussion. The development and humanitarian module will use project/programme design exercises, Theory of Change and Results-Based Management tools, monitoring and evaluation cases, and simulations drawn from fragile and complex environments. Selected sessions may include guest speakers from international organisations, development finance institutions, diplomatic services, development-cooperation agencies and nonprofit organisations. Teaching activities may be delivered in person and, where permitted by the Study Programme, through distance-learning modalities. Group work and interactive exercises are designed to develop analytical judgement, professional communication and the ability to integrate financial, political, institutional and operational perspectives.
Learning evaluation methods and criteria	Attending students (at least 85% of the lessons): • Group project / integrated case assignment and presentation: 10% of the final grade • Final individual examination: 80% of the final grade



	• In-class participation and interactive activities: 10% of the final grade The assessment is unitary and evaluates the common learning outcomes of the course. The group project will require students to analyse or design a public, development or nonprofit intervention by integrating stakeholder, financing, implementation and impact considerations. The final examination will verify understanding and application of the common learning outcomes and will include questions and/or an applied case covering the course as a whole. Non-attending students: • Written examination at the end of the semester, covering the entire programme and composed of open-ended questions, multiple-choice questions and/or an applied case: 100% of the final grade.
Criteria for measuring learning and assigning the final grade	The final mark is expressed in thirtieths and reflects the degree to which the student has achieved the stated learning outcomes. Assessment will consider: accuracy and completeness of knowledge; ability to apply concepts and tools to real cases; quality of analytical reasoning and judgement; capacity to integrate financial, political, institutional and operational dimensions; appropriate use of evidence; and clarity and professionalism of written and oral communication. A mark close to 18/30 requires sufficient knowledge of the main concepts and institutions and the ability to apply basic analytical tools to a structured case. Marks of 27/30 or above require a strong and integrated command of the course content, the ability to connect perspectives across the three modules, critically assess alternatives and formulate well-supported recommendations. The highest marks will be awarded for particularly rigorous, independent and coherent analysis, supported by appropriate evidence and professional communication.
Prerequisites	Students are expected to have a foundational understanding of economics, business administration, management and finance, including basic concepts relating to markets, organisations, budgets, investment and financial decision-making. Familiarity with international economics, sustainability or international relations is useful but not required. No previous specialist knowledge of public administration, diplomacy, international development, humanitarian action or monitoring and evaluation is required. Students should, however, be able to read and discuss professional and institutional material in English and be willing to work with interdisciplinary case studies and quantitative and qualitative evidence.
Didactic material used and recommended didactic material	Instructor slides and teaching notes; selected academic chapters and articles; and a curated reading pack of institutional reports, project documents and evaluation materials from relevant public, multilateral and nonprofit organisations. Core and recommended readings will be specified by each lecturer and made available to students before the relevant teaching blocks.