



INSTITUTE FOR  
COMPETITION AND  
PROCUREMENT  
STUDIES



PRIFYSGOL  
**BANGOR**  
UNIVERSITY

# LLM IN PUBLIC PROCUREMENT LAW & STRATEGY

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Executive LLM in Public Procurement Law & Strategy (2 Years - Part Time)

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LLM in Public Procurement Law & Strategy (1 Year - Full Time)

**Bangor University Law School**  
Institute for Competition & Procurement Studies (ICPS)  
[www.icps.bangor.ac.uk](http://www.icps.bangor.ac.uk)



**SOUTHERN & EASTERN**  
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# LLM IN PUBLIC PROCUREMENT LAW & STRATEGY

**Bangor University Law School's Institute for Competition & Procurement Studies (ICPS)** is a major research centre for Public Procurement Law & Policy research. Building on its extensive and diverse experience in relation to UK and European Public Procurement Law, the University offers 2 new exciting and innovative Masters programmes:

**Executive LLM in Public Procurement Law and Strategy**  
(2 Years – Part Time).

**LLM in Public Procurement Law and Strategy**  
(1 Year - Full Time)

## MAIN AIMS OF THE PROGRAMMES

- Equipping participants to effectively operate in the space where public procurement law interfaces with the strategic procurement objectives of public and private sector organisations
- Providing a **flexible programme** enabling participants to develop national, European and international perspectives on public procurement law issues and practice, which will open up whole new areas of opportunities for them
- Enhancing participants with **specialist knowledge and legal skills** in the area of national (UK and Ireland), European and International Public Procurement (World Trade Organisation (WTO), World Bank and UNCITRAL).

## DISTINCTIVE FEATURES

- **Collaborative teaching** involving expert procurement law and strategy specialists drawn from:
  - public sector organisations
  - central and local government
  - policy makers
  - local government
  - leading law firms
  - SME organisations
- Learning on the programme is presented from the perspectives of *both* the public procurement function and their suppliers. This advances understanding of the complex issues facing both purchasers and suppliers
- A practical emphasis on developing more creative **legally compliant** public procurement solutions
- The programmes are **globally-focused** providing participants with the knowledge, transferable skills and confidence to required to enable innovative and effective procurement practice
- The programmes are enriched by regular **expert guest lecturers** and a dedicated Procurement Week which will feature presentations, workshops and seminars by leading procurement professionals
- Leading legal advisers will give **masterclasses** on procurement law and strategy, and how to deal with the challenges and opportunities presented by the interaction between National and European Public Procurement Law.

## TARGET AUDIENCE

- The Executive LLM (2 years, part-time) in Public Procurement Law & Strategy is designed for:
  - procurement practitioners
  - policy makers
  - public servants
  - legal advisers
- Teaching on the Executive programme is by block release to enable busy professionals to participate on the programme, whilst minimising the amount of time spent away from the workplace.
- The LLM in Public Procurement Law & Strategy is designed for **those interested in developing a specialisation in Public Procurement Law** in order to equip them to develop a career in procurement law, policy, advice, practice or research that requires specialist procurement knowledge and a wide range of legal, strategic and analytical skills

## CAREER PROSPECTS

**The Executive LLM (2 years, part-time) programme is specifically designed for participants already working in public procurement. It will develop their expertise in procurement law and strategy issues in order to:**

- enhance their career development prospects
- upgrade their procurement skills, and
- significantly develop participants' procurement competencies & knowledge

**The LLM (1 year, full-time) programme will open up exciting opportunities for graduates including career opportunities with:**

- Public and Private Sector Organisations
- Law Firms
- Research Centres
- International Organisations such as the United Nations, the World Bank, the World Trade Organisation (WTO) and the European Union

Participants may also find employment opportunities with Social and Environmental Rights Groups, many of whom view procurement as a way of advancing social and environmental agendas.

“

Having chaired the Business Procurement Task Force in Wales between 2004 and 2009, it became very apparent with the coming of the European Remedies Directive that both lawyers and procurement practitioners need more specialist training. The Bangor University suite of procurement masters programmes is designed to meet this pressing need. I commend the University for addressing this acute skills gap ”



**Andrew Davies**

Former Minister of Finance and Public Service Delivery  
Welsh Government

# EXECUTIVE LLM IN PUBLIC PROCUREMENT LAW & STRATEGY

(2 YEAR EXECUTIVE PROGRAMME - PART TIME)

## COMPULSORY MODULES:

- Public Procurement Research
- National & EU Procurement Law
- Contract Design & Management
- Sustainable Procurement
- Procurement & Innovation
- Managing Procurement Risk
- Applied Procurement Research Projects – work placement and research projects on any topic within the programme

## OPTIONAL MODULES:

- Strategic Procurement
- Global Procurement Regimes
- Procurement Litigation



Teaching on the Executive programme is by **block release to enable busy professionals to participate on the programme, whilst minimising the amount of time spent away from the workplace.**

The delivery team will be complemented by **experts drawn from the following sectors:**

- public sector organisations
- central and local government
- policy makers
- local government
- leading law firms
- SME organisations

**Patrick McGovern**, *Partner, Arthur Cox*

Visiting Professor at the Institute

A leading public procurement law cross border advisor, Patrick will deliver masterclasses on National & EU Procurement Law, including on Contract Design & Management.

Arthur Cox is a leading international law firm with offices in London, Dublin, Belfast and New York.

## KEY DATES

**Welcome Week** / 4 October 2014

**Module 1 (part 1)** / 5 - 6 October 2014

**Module 2** / 7 - 9 November 2014

**Module 1 (part 2)** / 23 - 25 January 2015

**Module 3** / 20 - 22 February 2015

**Procurement Week** / 16 - 20 March 2015

**Year 1 Revision Weekend** / 24 - 26 April 2015

**Module 4** / 2 - 4 October 2015

**Module 5** / 6 - 8 November 2015

**Module 6** / 22 - 24 January 2016

**Module 7** / 19 - 21 February 2016

**Procurement Week** / 14 - 19 March 2016

**Placement & Applied Research Projects /**  
Weekend 23 - 24 April 2016

# LLM IN PUBLIC PROCUREMENT LAW & STRATEGY

(1 YEAR PROGRAMME - FULL TIME)

## COMPULSORY MODULES:

- Public Procurement Research
- National & EU Procurement Law Skills
- Applied Procurement Research Projects – Work placement and research project on any topic within the programme

## OPTIONAL MODULES:

- Contract Design & Management
- Sustainable Procurement
- Procurement & Innovation
- Managing Procurement Risk
- Strategic Procurement
- Global Procurement Regimes
- Procurement Litigation
- European Internal Market Law

The 1 Year Programme is designed for **applicants who can commit to full time study over one academic year.**



**Anna-Marie Curran**, *Partner, A&L Goodbody*

Visiting Professor at the Institute

A leading procurement law litigator, Anna-Marie will deliver masterclasses on Procurement Litigation, Judicial Review and Managing Procurement Risk.

A&L Goodbody is a leading international law firm with offices in London, Dublin, Belfast, and New York

## KEY DATES

**Welcome Week** / 19 September 2014

**Semester 1** / 26 September 2014

**Semester 2** / 22 January 2015

**Placement & Applied Research Projects /**  
Summer 2015



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# PROGRAMME MODULES



**DR. AMA EYO**  
*Programme Director*



**PROFESSOR DERMOT CAHILL**  
*Head of Bangor Law School and Director of the Institute*

## NATIONAL & EU PROCUREMENT LAW



This module is designed to expose participants to an understanding of national and supranational regimes for public procurement in Ireland, United Kingdom and other EU Member States. It focuses on enabling participants to gain in-depth understanding of the main procurement principles and legal rules, including their implications for procurers and suppliers. Participants will be skilled in developing and applying insights and techniques of analysis to national and European public procurement law issues and will explore the application of the rules to practical issues and scenarios faced by public procurers and suppliers.

## CONTRACT DESIGN & MANAGEMENT

This module will develop participants' contract drafting, design and management skills, support them in exploring different forms of contract, and enable them to appreciate the significance of different contract clauses. A number of model contract clauses used in public sector contracts will be examined. Participants will be taught appropriate mechanisms for dealing with and managing specific issues that arise during contract drafting and management stages including intellectual property issues, TUPE, and how to deal with changes to the contract scope and duration.

## SUSTAINABLE PROCUREMENT

This module is expected to enhance participants' understanding of sustainable procurement issues, including the legal context for introducing social agendas in public procurement. Participants will receive support on techniques for integrating sustainable and social considerations into procurement practice, in ways that comply with the EC procurement framework.

## PROCUREMENT LITIGATION

This module will develop participants' functional in-depth understanding of the procurement litigation process and provide them with specific comparative knowledge on the procurement remedies regimes in the EU, UK and Ireland, including how to prepare and handle litigation and how to mitigate organisational risks associated with litigation. Drawing on inputs from external legal practitioners, participants will acquire practical legal knowledge of the challenges which purchasers and suppliers encounter during procurement litigation.

## PROCUREMENT & INNOVATION

Participants will examine EU procurement procedures which support the procurement of innovation. Participants will focus on the competitive dialogue procedure, design contests, outcome-based approaches to procurement and negotiations in procurement. Practical examples will be used as case studies in the module.

## MANAGING PROCUREMENT RISK

This module will help participants undertake proper risk analysis prior to tender specification and to manage procurement risks. Participants will be equipped with the relevant knowledge, skills, and risk management measures for dealing with changes in government policies and budgets. There will also be focus on the examination of risk related approaches to pre-qualification questionnaires (PQQ) design in the public sector, as a useful strategy to minimising risks and promoting best practice procurement. The module will also address fraud, bribery and corrupt activities in procurement.

## GLOBAL PROCUREMENT REGIMES

This module will enable participants to develop sound knowledge of procurement law and relevant legal issues from an international perspective. Specifically participants will explore the United Nations Commission on International Trade Law (UNCITRAL) Model Law on Procurement of Goods, Construction and Services; the World Trade Organisation (WTO) Agreement on Government Procurement and the procurement rules of selected international financial institutions.

## PROCUREMENT RELATIONSHIPS

This module will provide participants with requisite competencies to develop, manage and maintain appropriate and successful supplier relationships to ensure efficient procurement outcomes. Participants will investigate analytical tools and various relationship models in organisations and different tiers of the supply network.

## STRATEGIC PROCUREMENT

This module focuses on developing participants' procurement management and leadership skills to enable them identify, evaluate and manage the strategic procurement functions more effectively. Participants will explore the strategic procurement challenges faced by managers and leaders within the procurement environment, and will examine in detail opportunities for performance improvements.

“We understand very little about the new Procurement Remedies Law legislation which came into effect in December 2009. It would be extremely helpful to have a greater understanding of the changes.”

**Chris Wynne,**  
Managing Director, Wynne Construction

## THE INSTITUTE FOR COMPETITION & PROCUREMENT STUDIES (ICPS)

The Law School is home to the Institute for Competition & Procurement Studies (ICPS), led by Professor Dermot Cahill. The Institute specialises in evidence-based research into the behavioural responses of public institutions and their suppliers to public procurement policies, laws and practices.

The Institute's staff hail from several different countries, including England, Wales, Ireland, Nigeria, Portugal, and Spain. With various disciplinary backgrounds, the Institute's staff work in the following fields:

- **Competition Law**
- **Public Procurement Law**
- **European Union Law**
- **Sustainable Procurement**
- **Competitive Dialogue**
- **Competency Frameworks**
- **Low Value Procurement**
- **SME Procurement Barriers**
- **E-procurement**
- **Procurement Innovation**
- **Procurement Risk**
- **Bid Rigging**
- **Economic Analysis**
- **Re-engineering Procurement Processes**
- **Judicial Review**
- **Contract Design**

The team co-wrote the highly influential "Barriers to Procurement Opportunity Report" in 2009, which has led the Welsh Government to redesign the pre-qualification questionnaire process. The Barriers Report has been welcomed by purchasers and suppliers, and is enabling public purchasers to adopt new business-friendly practices to Pre-Qualification design in Wales and beyond. Other recommendations in the Barriers Report have also had major impacts on public policy such as the creation of a *Supplier Qualification Information Database* (SQuID), which the Value Wales (Procurement) arm of the Welsh Government is carrying forward.

The Institute's research approach is open facing and draws great strength from its ability to engage with, and positively influence, major public procurement stakeholders, whether purchasers or suppliers. Consequently, the work of the Institute is keenly observed by leading players, and the Institute receives excellent cooperation when carrying out projects.

## STAFF PROFILE

### Professor Cahill

Professor Cahill is the Director of the Institute for Competition & Procurement Studies. A Solicitor, he has worked in major law firms, led innovative procurement research projects, and is consulted regularly by Governments, public bodies and SME organisations on public procurement issues. He is a graduate of the College of Europe. Dermot has authored several European Law books, including, *The Modernisation of European Union Competition Law* (Cambridge University Press) and *European Law* (Oxford University Press) and specialises in the interpretation of European Directives and the interaction between European and National Public Procurement Laws. His co-authored "Barriers to Procurement Opportunity Report" in 2009, has had a major influence on public procurement reforms currently taking place in various regions of the United Kingdom. On the LLM programme, Professor Cahill teaches on the National & EU Procurement Law module and contributes to several other modules, including Contract Design, Sustainable Procurement and Procurement Litigation.

### Dr Ama Eyo

Dr Eyo hails from Nigeria where she practised as a Barrister and Solicitor prior to relocating to the United Kingdom. Specialising in e-procurement, including e-auctions, Ama has led strategic procurement programmes within public sector organisations in the UK. Her current research focuses on the implications of the procurement remedies regimes for purchasers and suppliers. Ama teaches on a number of modules including Sustainable Procurement, Global Procurement regimes and Contract Design.

### Dr Pedro Telles

Dr Telles practiced as a lawyer in Portugal and Spain advising public and private clients on public procurement and commercial issues. An expert on the Competitive Dialogue procedure, his current research focuses on another emerging area - Low Value Procurement and Transparency. On the LLM programme, Pedro teaches various modules on the programme including the module on Procurement and Innovation.

### Ceri Evans MCIPS

Ceri's focus is on re-engineering procurement processes, particularly in relation to SME interaction in public procurement. Prior to his current role, he worked in a senior position on the international EPROC project at Cardiff Business School. On the LLM Programme, he delivers teaching on various modules

including the Procurement Relationship module.

### Gary Clifford

Gary has a computer science background. His current work is directed towards the design of a Procurement Competency Framework for public purchasers that is SME-sensitive and legally compliant with the Remedies Directive. On the LLM programme, Gary contributes to teaching on several modules and is the Placement Director responsible for securing work placement opportunities for participants.

### David Roberts FCMI & FInstLM

David is Director of Programmes at Bangor University's Management Centre – a Chartered Institute of Purchasing & Supply (CIPS) Centre of Excellence. He is a Senior Examiner for CIPS and he lectures on many professional management and executive leadership programmes. David has significant international procurement experience and is a regular conference speaker. He teaches on several modules on the LLM programme including the Strategic Procurement module.

### Kay Smith FCIPS

Kay teaches on several modules on the LLM programme including the Managing Procurement Risk module. Prior to her current role, Kay worked for the NHS for 25 years, retiring as Procurement Director. She has also worked for the Welsh Assembly Government contributing to strategic direction and policy formulation, and helped develop the Procurement Competency Framework, currently in use in the Welsh Public Sector.

### Gwilym Owen, Solicitor

Gwilym is a Solicitor who works as a part time consultant with Gamlins, a large regional law firm. His current research at the Law School involves assessing the impact of the European Remedies Directive on procurement in Wales focusing on judicial review and access to justice. He will contribute to teaching the Contract Design and Procurement Litigation modules.



## ADMISSION REQUIREMENTS

There are several entry routes open to applicants:

### ■ Route 1 – Applicants holding a degree

Applicants should possess a good first degree or other qualification equivalent to an Honours degree in

- Law
- Business
- Finance
- Management
- or a related area (please enquire)

Applicants with degrees in unrelated disciplines may be considered on a case by case basis

### ■ Route 2 – Applicants holding relevant professional qualifications

Applicants with relevant professional qualification (e.g. CIPS or IIPMM) will be eligible to apply

### ■ Route 3 – Applicants with relevant career experience

Applicants not in possession of a degree but with 3 years relevant career experience are also eligible to apply (please enquire)

### ■ Route 4 – International Applicants

International applicants (non-EU), please contact the International Admissions Officer - [aos40a@bangor.ac.uk](mailto:aos40a@bangor.ac.uk) for further advice and guidance about your qualification or contact the Programme Director - Dr Ama Eyo [a.eyo@bangor.ac.uk](mailto:a.eyo@bangor.ac.uk)

## HOW TO APPLY

There are a number of different application routes. You can contact us for a hardcopy application using the details available in the "Contact Us" section. Alternatively, please apply online on our website by following the link: [www.bangor.ac.uk/courses/postgrad](http://www.bangor.ac.uk/courses/postgrad)

## APPLICATION SUPPORT

Before starting your LLM application, please introduce yourself to us by contacting the Programme Director ([a.eyo@bangor.ac.uk](mailto:a.eyo@bangor.ac.uk)) and we will guide you through the application process. This will ensure that we make the process of applying as easy and smooth as possible for you.

## ACCOMMODATION FOR PARTICIPANTS

Accommodation for participants on the Executive is included in the programme fee. Participants will be accommodated at the Management Centre ([http://www.bangor.ac.uk/management\\_centre](http://www.bangor.ac.uk/management_centre)). The accommodation and catering facilities have achieved the Visit Wales Business Class Gold Standard.

Participants on the full time programme are offered University accommodation at their own expense. Alternatively, participants may choose to live in private housing or privately managed halls of residence in the city centre. For further details on available options, please follow the link: [www.bangor.ac.uk/accommodation](http://www.bangor.ac.uk/accommodation)

## PROGRAMME FEES

See [www.bangor.ac.uk/studentfinance](http://www.bangor.ac.uk/studentfinance) for current fees.

## OUR LOCATION

Bangor is situated on the North Wales coast and is easy to reach from any part of the United Kingdom.



# CONTACT US

We encourage you to contact us for further information about the programme. If you would like an informal discussion on how our programme might fit with your career, or if you need any further information about the programme, please contact:

**Dr Ama Eyo**  
**Programme Director**  
**Telephone:** +44 [0] 1248 383073  
**Email:** [a.eyo@bangor.ac.uk](mailto:a.eyo@bangor.ac.uk)  
**Website:** [icps@bangor.ac.uk](http://icps@bangor.ac.uk)  
For a brochure, please contact  
[becky.hughes@bangor.ac.uk](mailto:becky.hughes@bangor.ac.uk)

**By post:**  
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