Syllabus

Course Description

Course Title	Project Development and Sustainability
Course Code	27609
Course Title Additional	
Scientific-Disciplinary Sector	
Language	English
Degree Course	Master in Public Policy and Innovative Governance
Other Degree Courses (Loaned)	25556 Network Thinking and Agent-based modeling (LM-77 EI) / 47217 Project Development and Sustainability (LM-65, Faculty of Design)
Lecturers	dr. Giacomo Buzzao, Giacomo.Buzzao@unibz.it https://www.unibz.it/en/home/research/competence-centre-management-cooperatives/team/person//52167
Teaching Assistant	
Semester	All semesters
Course Year/s	2
CP	12
Teaching Hours	36 + 36
Lab Hours	-
Individual Study Hours	
Planned Office Hours	18 + 18
Contents Summary	The course "Project Development and Sustainability" equips students with tools, methods, and approaches to design, manage, and innovate public sector projects and policies. Combining project management principles with design thinking, the course addresses key challenges such as budget constraints, stakeholder engagement, and the complexity of public administration. Students learn to plan, implement, monitor, and adapt projects that tackle sustainability and wicked problems, while applying user-centered approaches to develop innovative policy solutions. Practical activities, case studies, and project work strengthen skills in project

	leadership, risk management, and the creation of effective, sustainable, and citizen-responsive services.
Course Topics	The first module will address the following topics: - Key concepts of project management, project characteristics, and typologies - The project lifecycle and the relevance of projects in the public sector - Specificities of public sector projects: budgetary constraints and administrative complexity - Alternative development paradigms: complex issues in sustainability, equity, and systemic change - Addressing wicked problems and societal challenges through projects and programs - Project ideation, design, and planning: objective setting, work breakdown, and logical frameworks - Stakeholder and user engagement: mapping, managing, and involving stakeholders and end-users - The many roles of the project manager: leadership skills and team coordination - Risk and change management: identifying risks, managing change, and adapting to uncertainty - Scope, time, and budget control: managing deliverables, timelines, and public resources efficiently - Monitoring, evaluation, and learning: tools for tracking, assessing, and improving project performance - Real and simulated project work, with input from local stakeholders The second module will address the following topics: - Introduction to Design Thinking - Empathy: Understanding User Needs in Public Services - Ideation: Generating Innovative Policy Solutions - Prototyping: Developing Tangible Policy Models - Testing: Assessing Solutions in Real-World Public Sector Contexts - Implementing Design Thinking in Public Administration - Sustainability in Design: Environmental and Social Considerations
Keywords	Project Management Design Thinking Sustainability

Recommended Prerequisites	
Propaedeutic Courses	
Teaching Format	The course combines frontal lectures, interactive discussions, case studies, and hands-on group work. Students will work in teams on a real-world challenge provided by local stakeholders, developing solutions that will be presented to stakeholders and policymakers at the end of the course. Guest seminars and workshops with practitioners from the public and Third Sector will enrich the learning experience.
Mandatory Attendance	Attendance is recommended, but not mandatory.
Specific Educational Objectives and Learning Outcomes	ILO (Intended Learning Outcomes) Project Development and Sustainability M1 Project Design and Management ILO1 Knowledge and understanding ILO1.1 The student acquires the legal knowledge necessary for the training of senior professionals in the public sector, capable of understanding and managing the internal dynamics and relations of public bodies and local, national and supranational administrations. This knowledge is essential to enable students to successfully take part in public competitions. ILO1.2 "The student acquires targeted knowledge of analytical techniques and tools necessary to understand and interpret in a quantitative manner economic and business phenomena related to public administration in order to support decision-making and management processes. Knowledge of statistical inference, linear models and their generalisations will be consolidated. Knowledge will also be acquired in the management of the main computer systems useful for the analysis, interpretation, visualisation and communication of data, commonly used in public administrations " ILO1.3 The student acquires knowledge of organisational models, business factors related to the organisation of public enterprises, operating in different sectors (international organisations, central administrations, local authorities, health care, public enterprises) and the consequences for the community. You will also acquire knowledge necessary for developing, managing and evaluating the impact of public projects, and

	knowledge useful for analysing organisational innovation processes and interpreting current tools and trends with regard to personnel management in public companies. ILO2 Ability to apply knowledge and understanding ILO2.1 ability to apply and implement statistical and econometric analysis techniques focusing on different types of datasets, including large datasets ILO2.2 Ability to interpret results deriving from statistical and econometric analysis in the contexts of interest to companies and public bodies ILO2.3 Ability to interpret and apply the main rules on the organisation and functioning of public organisations ILO2.4 Ability to use the techniques of legal reasoning in the field of public administration and the public sector, to use the appropriate legal terminology in the three languages of instruction, and to apply the knowledge gained to concrete legal and organisational events at local, national and supranational level ILO2.5 ability to identify and distinguish management concepts and issues in relation to real or hypothetical situations concerning public institutions and companies also in different contexts (e.g. different services/activities/institutions, different local or international institutional levels) ILO2.6 ability to develop and administer projects from the design phase through to the operational implementation phases, including the evaluation of their impact on society, the economy and the environment ILO3 Making judgements ILO3.1 ability to apply acquired knowledge to interpret economic and business phenomena in order to make managerial and operational decisions in the context of public administration ILO3.2 ability to select data and use appropriate information to describe a problem concerning the design, implementation and evaluation of public sector projects and policies, aiming at innovation and improvement of processes, products and results; ILO4 Communication skills ILO4.1 ability to communicate effectively in oral and written form the specialised content of individual disciplines, using different

	registers according to recipients and communicative and didactic purposes, and to evaluate the formative effects of his/her communication ILO5 Learning ability ILO5.1 ability to use information technology autonomously to carry out bibliographical research and investigations and for one's own training and further education. Project Development and Sustainability M2 Strategies fo Sustainable Solutions: Design Thinking in Public Services ILO1 Knowledge and understanding ILO1.1 The student acquires knowledge of organisational models, the business factors involved in the organisation of public enterprises, operating in different sectors (international organisations, central government, local authorities, health care, public enterprises) and the consequences for the community. You will also acquire knowledge necessary for developing, managing and evaluating the impact of public projects, and knowledge useful for analysing organisational innovation processes and interpreting current tools and trends with regard to personnel management in public companies. ILO2 Ability to apply knowledge and understanding ILO2.1 ability to identify and distinguish management concepts and problems in relation to real or hypothetical situations concerning public institutions and companies also in different contexts (e.g. different services/activities/institutions, different local or international institutional levels) ILO2.2 ability to develop and administer projects from the design phase through to the operational execution phases, including the evaluation of their impact on society, the economy and the environment ILO3 Making judgements ILO3.1 ability to apply acquired knowledge to interpret economic and business phenomena in order to make managerial and operational decisions in the context of public administration ILO3.2 ability to select data and use appropriate information to

	describe a problem concerning the design, implementation and evaluation of public sector projects and policies, aiming at innovation and improvement of processes, products and results ILO3.3 ability to reflect, including from a public ethics and sustainability perspective with regard to future generations, on the responsibilities associated with the use of public resources ILO4 Communication skills ILO4.1 ability to communicate effectively in oral and written form the specialised contents of the individual disciplines, using different registers according to recipients and communicative and didactic purposes, and to evaluate the formative effects of his/her communication ILO5 Learning ability ILO5.1 ability to use information technology autonomously to carry out bibliographical research and investigations and for one's own training and further education.
Specific Educational Objectives and Learning Outcomes (additional info.)	
Assessment	For Attending Students 1. Group Project Work and Presentation (Module1 50%; Module2 70%) (ILO1.3, ILO2.5, ILO2.6, ILO3.2, ILO3.3, ILO4.1, ILO5.1) Students will collaborate in small groups to design a project based on a real or simulated challenge proposed by local stakeholders. Each group will present its work during a scheduled class session, including a session with the main stakeholders. Deliverables include: A slide presentation and a summary report (both based on provided templates that will be available on OLE). These materials must be submitted 15 days before the final presentation. The project grade reflects the collective effort of the group. To discourage free-riding, each group is encouraged to submit a shared statement confirming that all members actively contributed to the final deliverables.

	The project work grade is valid for one academic year only and cannot be carried over beyond that period. 2. Individual Written Exam (Module1 50%; Module2 30%) (ILO1.1, ILO1.3, ILO2.1, ILO2.5, ILO3.2, ILO3.3) This exam will consist of multiple-choice questions and open-ended questions. The content will cover lectures, guest lectures, and assigned readings. For Non-Attending Students Written Exam (100%). (ILO1.3, ILO2.5, ILO3.2, ILO3.3, ILO4.1, ILO5.1) The exam will include: - Questions covering course content - An additional short essay question designed to critically reflect on and compensate for the practical experience gained by attending students through project work. Important Notes: The assessment structure is the same for both Module 1 and Module 2. This means that students who attend lectures in both modules are required to complete a group project and sit a final written exam for each module. Students who do not attend either module will instead take two written exams—one for each module—and will not participate in any group project work. In cases where a student attends one module but not the other, they will complete the group project for the module they attended and take written exams for both modules.
Evaluation Criteria	Evaluation will be based on the following criteria: Group Project Work Module 1 Clarity and Originality of the proposed solutions and project objectives Feasibility of the project plan, including objectives and

	implementation strategies Stakeholder Analysis and Engagement: Identification of key stakeholders and effectiveness of engagement strategies Project Scheduling: Logical and achievable timeline for project activities Budget Planning: Appropriateness and accuracy of the financial plan Risk Management: Identification of potential risks and proposed mitigation strategies Module 2 Empathy and User Understanding: Depth of research and insight into user needs, especially in public service contexts Ideation: Creativity and relevance of proposed policy or service innovations Prototyping: Development of tangible models or frameworks to test ideas Testing and Feedback: Use of real-world or simulated environments to assess solution effectiveness Sustainability Considerations: Integration of environmental and social sustainability into the project design Implementation Strategy: Practicality and adaptability of applying design thinking in public administration settings Individual Written Exam The exam will assess each student's understanding and ability to apply concepts from : Module 1 Project Management Principles: Knowledge of core methodologies and tools Module 2 Design Thinking Concepts: Understanding of empathy, ideation, prototyping, testing, and implementation Module 1 & Module 2 Application to Public Sector Challenges: Ability to connect theory to real-world policy and service design

	Critical Thinking and Reflexivity: Capacity to reflect on learning and evaluate the effectiveness of applied approaches Integration of Sustainability: Awareness of environmental and social impacts in project and policy design
Required Readings	M1 *Contemporary Project Management: Plan-Driven and Agile Approaches | 5th Edition* - Timothy Kloppenborg/Vittal S. Anantatmula/Kathryn Wells M2 *"Public Service Logic. Creating Value for Public Service Users, Citizens, and Society Through Public Service Delivery"* By Stephen Osborne | 1st Edition, 2020 Routledge DOI https://doi.org/10.4324/9781003009153 *"Design for a Better World: Meaningful, Sustainable, Humanity Centered*" by Donald A. Norman 2023 ¿The MIT Press
Supplementary Readings	*Wicked Problems in Public Policy - Understanding and Responding to Complex Challenges* Open access here: https://link.springer.com/book/10.1007/978-3-030-94580-0 Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist Hardcover – International Edition, 2017 - Kate Raworth Supplementary readings may be distributed and recommended to the students during class and on the course platforms.
Further Information	
Sustainable Development	Industry, innovation and infrastructure, Partnerships fot the goals,

Goals (SDGs)	Sustainable cities and communities

Course Module

Course Constituent Title	Project Design and Management
Course Code	27609A
Scientific-Disciplinary Sector	ECON-07/A
Language	English
Lecturers	dr. Giacomo Buzzao, Giacomo.Buzzao@unibz.it https://www.unibz.it/en/home/research/competence-centre-management-cooperatives/team/person//52167
Teaching Assistant	
Semester	First semester
CP	6
Responsible Lecturer	
Teaching Hours	36
Lab Hours	-
Individual Study Hours	
Planned Office Hours	18
Contents Summary	This module "Project Design and Management" teaches principles, methods, and tools for designing, implementing, and monitoring projects of public interest. It addresses the main challenges of project management, including budget constraints, stakeholder engagement, and administrative complexity. A special focus is placed on managing projects that tackle complex societal issues such as sustainability and wicked problems. Students engage with real or simulated projects, developing practical skills in leadership, risk management, and project design and implementation.
Course Topics	The module will address the following topics: - Key concepts of project management, project characteristics, and typologies - The project lifecycle and the relevance of projects in the public sector - Specificities of public sector projects: budgetary constraints and administrative complexity - Alternative development paradigms: complex issues in

	sustainability, equity, and systemic change - Addressing wicked problems and societal challenges through projects and programs - Project ideation, design, and planning: objective setting, work breakdown, and logical frameworks - Stakeholder and user engagement: mapping, managing, and involving stakeholders and end-users - The many roles of the project manager: leadership skills and team coordination - Risk and change management: identifying risks, managing change, and adapting to uncertainty - Scope, time, and budget control: managing deliverables, timelines, and public resources efficiently - Monitoring, evaluation, and learning: tools for tracking, assessing, and improving project performance - Real and simulated project work, with input from local stakeholders
Teaching Format	The course combines frontal lectures, interactive discussions, case studies, and hands-on group work. Students will work in teams on a real-world challenge provided by local stakeholders, developing solutions that will be presented to stakeholders and policymakers at the end of the course. Guest seminars and workshops with practitioners from the public and Third Sector will enrich the learning experience.
Required Readings	Suggested handbooks are: *Contemporary Project Management: Plan-Driven and Agile Approaches | 5th Edition* - Timothy Kloppenborg/Vittal S. Anantatmula/Kathryn Wells
Supplementary Readings	*Wicked Problems in Public Policy - Understanding and Responding to Complex Challenges* Open access here: https://link.springer.com/book/10.1007/978-3-030-94580-0

	Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist Hardcover – International Edition, 2017 - Kate Raworth Supplementary readings may be distributed and recommended to the students during class and on the course platforms.

Course Module

Course Constituent Title	Strategies fo Sustainable Solutions: Design Thinking in Public Services
Course Code	27609B
Scientific-Disciplinary Sector	ECON-07/A
Language	English
Lecturers	dr. Giacomo Buzzao, Giacomo.Buzzao@unibz.it https://www.unibz.it/en/home/research/competence-centre-management-cooperatives/team/person//52167
Teaching Assistant	
Semester	Second semester
CP	6
Responsible Lecturer	
Teaching Hours	36
Lab Hours	-
Individual Study Hours	
Planned Office Hours	18
Contents Summary	This module "Strategies for Sustainable Solutions: Design Thinking in Public Services" explores how design thinking can drive innovation in public services, focusing on user-centered policy solutions. Students learn key phases of design thinking—empathy, ideation, prototyping, and testing—to address public sector challenges. Emphasis is placed on integrating sustainability principles into the design and delivery of public services. Through

	case studies and project work, participants develop practical skills to design effective, sustainable, and citizen-responsive solutions.
Course Topics	The module will address the following topics: - Introduction to Design Thinking - Empathy: Understanding User Needs in Public Services - Ideation: Generating Innovative Policy Solutions - Prototyping: Developing Tangible Policy Models - Testing: Assessing Solutions in Real-World Public Sector Contexts - Implementing Design Thinking in Public Administration - Sustainability in Design: Environmental and Social Considerations
Teaching Format	The course combines frontal lectures, interactive discussions, case studies, and hands-on group work. Students will work in teams on a real-world challenge provided by local stakeholders, developing solutions that will be presented to stakeholders and policymakers at the end of the course. Guest seminars and workshops with practitioners from the public and Third Sector will enrich the learning experience.
Required Readings	*"Public Service Logic. Creating Value for Public Service Users, Citizens, and Society Through Public Service Delivery"* By Stephen Osborne | 1st Edition, 2020 Routledge DOI https://doi.org/10.4324/9781003009153 *"Design for a Better World: Meaningful, Sustainable, Humanity Centered*" by Donald A. Norman 2023 ¿The MIT Press
Supplementary Readings	*Wicked Problems in Public Policy - Understanding and Responding to Complex Challenges* Open access here: https://link.springer.com/book/10.1007/978-3-030-94580-0 Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist Hardcover – International Edition, 2017 - Kate Raworth

	Supplementary readings may be distributed and recommended to the students during class and on the course platforms