Syllabus

Course Description

Course Title	Soft skills and Problem Solving Clinic
Course Code	27610
Course Title Additional	
Scientific-Disciplinary Sector	NN
Language	Italian
Degree Course	Master in Public Policy and Innovative Governance
Other Degree Courses (Loaned)	
Lecturers	Prof. Dr. Alexander Moradi, Alexander.Moradi@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/39937 Prof. Stefania Baroncelli, Stefania.Baroncelli@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/981 Prof. Roberto Farneti, Roberto.Farneti@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/17315 Prof. Davide Ferrari, Davide.Ferrari2@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/39001
Teaching Assistant	
Semester	Second semester
Course Year/s	2
CP	4
Teaching Hours	24 (8 Baroncelli + 4 Farneti + 4 Ferrari + 8 Moradi)
Lab Hours	-
Individual Study Hours	

Planned Office Hours	12 (Farneti)
Contents Summary	Workshops on problem definition, stakeholder mapping, legal/management basics, data literacy and communication with a multidisciplinary approach based on public policy (law, economics, data analysis, public management, political science). Team sprints (optional site visit) for data work, diagnosis, option/prototyping, impact and cost analysis, feasibility and ethics. It ends with a presentation to the client and a short advisory report recommending a feasible solution.
Course Topics	Team formation and leadership; Interdisciplinary fundamentals; Problem definition and analysis; Innovation and solution design
Keywords	Interdisciplinary problem solving, Innovation in the public sector, Applied public policy analysis, Real-world challenges, Consulting project, Strategic thinking, Project management
Recommended Prerequisites	
Propaedeutic Courses	
Teaching Format	Team project work; Interaction with the professional; Peer presentation and exchange
Mandatory Attendance	Attendance is recommended, but not compulsory.
Specific Educational Objectives and Learning Outcomes	ILO (Intended Learning Outcomes) Soft skills and problem-solving workshop ILO1 Knowledge and understanding ILO1.1 The student acquires legal knowledge necessary for the training of senior public sector professionals, 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 the tools and trends in personnel management in public enterprises. ILO1.4 The student acquires the knowledge of economic theory necessary to understand and analyse economic and business phenomena in the public sector in order to support decision-making processes. Knowledge of public policy and the tools necessary for the design of sustainable policies will be consolidated. Knowledge related to the labour market, education and health will also be deepened, functional to the development of public policy analysis and evaluation skills. ILO2 Ability to apply knowledge and understanding ILO2.1 ability to interpret market trends through the application of appropriate economic models and implement economic analysis tools, also using data ILO2.2 ability to apply economic models to describe the behaviour of economic agents and develop sustainable economic policies in various application domains of interest to companies and public bodies ILO2.3 ability to apply and implement statistical and econometric analysis techniques focusing on different types of datasets also of high dimensions ILO2.4 Ability to interpret results deriving from statistical and econometric analysis in contexts of interest to companies and public organisations ILO2.5 Ability to interpret and apply the main rules on the organisation and functioning of public organisations ILO2.6 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 ILO2.7 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) ILO2.8 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 ILO3.3 ability to relate models and empirical evidence in the study of public policy phenomena ILO3.4 ability to reflect, also from the perspective of public ethics and sustainability as regards future generations, on the responsibilities connected with the use of public resources 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.
Specific Educational Objectives and Learning Outcomes (additional info.)	

Assessment	For attending and non-attending students 1. Advisory report (70%) Each disciplinary subgroup (Economics/Data, Management, Law, Politics) contributes a section on the report, offering their professional perspective on the problem. All members of a subgroup receive the same grade, based on the quality and relevance of their section. The final report must present a coherent and well-integrated solution, demonstrating how the contributions of the individual subgroups have been harmonised to effectively address the problem. The consultancy report will be handed over to the practitioner for evaluation. (ILO1.1–1.4, ILO2.1–2.8, ILO3.1–3.4, ILO4.1, ILO5.1) 2. Presentation (30%) The entire group presents the proposed solution to the practitioner in a 30-minute session, followed by a question-and-answer (Q&A) phase. (ILO2.7–2.8, ILO3.1–3.3, ILO4.1) 3. Final examination (20%): Reflection on the interdisciplinary process and the student's contribution. (ILO3.2–3.4, ILO4.1, ILO5.1)
Evaluation Criteria	1. Advisory report (60%) Assessed per subject subgroup (Economics/Data, Management, Law, Politics); each subgroup receives a shared vote. In-depth disciplinary analysis (50%): Rigorous application of the team's disciplinary perspective (e.g. legal reasoning, data analysis, management feasibility, political/institutional context). Relevance to the problem (20%): The team's contribution directly addresses the specific aspects of the problem in the public sector. Quality of writing and clarity (15%): Logical structure, clarity of argumentation and professional language. Integration into the overall solution (15%): The team's section fits coherently into the overall report, contributing to a well-integrated,

	multidisciplinary solution. 2. Presentation (20%) Assessed collectively; all team members receive the same grade. Clarity and structure (50%): Clear explanation of the problem, the proposed solution and the structure of the presentation. Coordination and team mode of presentation (30%): Smooth transitions between presenters, time management, balanced contribution of sub-groups. Audience engagement and Q&A session (20%): Effective use of visual aids, ability to answer questions, interaction with the professional and the audience. 3. Final examination (20%) Critical reflection on the interdisciplinary process (50%): In-depth discussion on how different disciplinary perspectives were combined; recognition of challenges and benefits. Self-evaluation of personal contribution (25%): Honest and specific description of the role played by the student in his/her team and in the overall project. Clarity and structure (25%): Well-written, logically structured and clearly expressed reflection.
Required Readings	To be defined.
Supplementary Readings	
Further Information	
Sustainable Development Goals (SDGs)	No poverty, Zero hunger, Good health and well-being, Quality education, Gender equality, Clean water and sanitation, Partnerships fot the goals, Decent work and economic growth, Reduced inequalities, Sustainable cities and communities, Responsible consumption and production, Climate action, Peace, justice and strong institutions, Affordable and clean energy