# Syllabus

## *Course Description*

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| **Course Title** | Policy, Management, and Innovation in the public sector |
| **Course Code** | 27600 |
| **Course Title Additional** | |
| **Scientific-Disciplinary Sector** | |
| **Language** | English |
| **Degree Course** | Master in Public Policy and Innovative Governance |
| **Other Degree Courses (Loaned)** | 27506 Economic Policy (LM-DATA) |
| **Lecturers** | Prof. Mirco Tonin,<br>Mirco.Tonin@unibz.it<br>https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35916<br>dr. Leila Ahmad Pour,<br>Leila.AhmadPour@unibz.it<br>https://www.unibz.it/en/faculties/economics-management/academic-staff/person/53521 |
| **Teaching Assistant** | |
| **Semester** | All semesters |
| **Course Year/s** | 1 |
| **CP** | 12 |
| **Teaching Hours** | 36 (Tonin) + 36 (Pour) |
| **Lab Hours** | 6 |
| **Individual Study Hours** | - |
| **Planned Office Hours** | 36 |
| **Contents Summary** | M1 - Module M1 "Economic Policy and Sustainable Development" explores the role of public policy in achieving sustainable development goals (SDGs) through economic interventions. Students will gain knowledge of the tools used in sustainable policy formulation. The course aims to equip students with the analytical skills needed to assess and design effective public policies for sustainable economic development. |

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| | M2 - Module M2 "Public Management and Innovation" provides a structured introduction to the principles, functions, and contemporary challenges of management in the public sector, with a particular emphasis on innovation as a means of enhancing administrative capacity, responsiveness, and societal impact. Special attention is given to the distinctive institutional and political context in which public management operates, including its legal frameworks, accountability mechanisms, and value-driven objectives. Innovation is examined both as a managerial practice and as a policy imperative, particularly in relation to digital transformation, citizen engagement, and sustainable development. Core themes may include: models of public governance, strategic management in the public sector, organizational learning and change, innovation processes, sustainability-oriented public services, and collaborative approaches involving multiple stakeholders. |
| **Course Topics** | M1 - Course Topics<br><br>1. The Public Sector<br>• Size and Development of the Public Sector<br>• Understanding Public Policy Frameworks<br>2. Public Policy Toolbox<br>• Tools and Strategies in Public Policy<br>• Case Studies and Applications<br>3. Sustainable Development Principles<br>• Concepts and History of Sustainable Development<br>• Introduction to Sustainable Development Goals (SDGs)<br>4. Integrating SDGs into Economic Policy<br>• Role of Public Policy in Achieving SDGs<br>• Strategies and Challenges in Implementation<br>5. Local and Global Externalities<br>• Understanding and Addressing Externalities<br>• Policy Approaches and Solutions<br>6. Public Goods<br>• Provision and Management<br>• Cost-Benefit Analysis in Public Projects<br>7. Innovation Policy<br>• Technology, Growth, and Green Transition<br>• The Role of Innovation in Sustainable Development |

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| | M2 - Course Topics<br><br>The course is organized around four main theoretical modules:<br>• Public values<br>• Citizen Engagement and Co-Production<br>• Collaborative Governance in times of uncertainty<br>• Strategic Planning in the Public Sector |
| **Keywords** | Economic Policy<br>Innovation<br>Sustainability |
| **Recommended Prerequisites** | B1 level in English is required to sit the exam. |
| **Propaedeutic Courses** | |
| **Teaching Format** | M1: Frontal lectures, exercises, projects<br><br>M2: interactive, inquiry-based format supported by lectures, group works on case studies, group presentations, and discussions |
| **Mandatory Attendance** | Attendance is recommended, but not mandatory |
| **Specific Educational Objectives and Learning Outcomes** | ILO (Intended Learning Outcomes)<br><br>M1 Economic Policy and Sustainable Development<br><br>ILO1 Knowledge and understanding<br>ILO1.1 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.<br><br>ILO2 Ability to apply knowledge and understanding<br>ILO2.1 ability to interpret market trends through the application of appropriate economic models and implement economic analysis tools, also using data<br>ILO2.2 ability to apply economic models to describe the behaviour of economic agents and develop sustainable economic policies in |

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| | various application domains of interest to companies and public bodies<br><br>ILO3 Making judgements<br>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<br>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<br>ILO3.3 ability to relate models and empirical evidence in the study of public policy phenomena<br>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<br><br>ILO 4 Communication skills<br>ILO4.1 ability to communicate effectively in oral and written form the specialised contents of individual disciplines, using different registers according to recipients and communicative and didactic purposes, as well as to evaluate the formative effects of his/her communication<br><br>ILO 5 Learning ability<br>ILO5.1 ability to use information technology autonomously to carry out bibliographic research and investigations and for one's own training and further education.<br><br>M2 Public Management and Innovation<br><br>ILO1 Knowledge and understanding<br>ILO1.1 The student acquires knowledge of organisational models, business factors related to the organisation of public enterprises operating in different sectors (international organisations, central government, local authorities, healthcare, public enterprises) and the consequences for the community.<br>You will also acquire knowledge necessary for developing, managing and evaluating the impact of public projects, and knowledge useful for analysing organisational innovation processes |

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| | and interpreting current tools and trends with regard to personnel management in public companies.<br><br>ILO2 Ability to apply knowledge and understanding<br>ILO2.1 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)<br>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<br><br>ILO 3 Making judgements<br>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<br>ILO3.2 ability to select data and use appropriate information to describe a problem in the design, implementation and evaluation of public sector projects and policies, aiming at innovation and improvement of processes, products and results<br>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<br><br>ILO 4 Communication skills<br>ILO4.1 ability to communicate effectively in oral and written form the specialised contents of individual disciplines, using different registers according to recipients and communicative and didactic purposes, as well as to evaluate the formative effects of his/her communication<br><br>ILO 5 Learning ability<br>ILO5.1 ability to use information technology autonomously to carry out bibliographic research and investigations and for one's own training and further education. |
| **Specific Educational Objectives and Learning Outcomes (additional info.)** | |

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| **Assessment** | M1:<br><br>Written and project work: written exam with review questions and project report done in groups.<br><br>For Attending Students:<br>• Team Project Report and Presentation (30%): Students will collaborate on a comprehensive project report that is relevant to the course's subject matter. This report will be accompanied by a presentation, where each team will articulate their findings and recommendations (ILOs 1-5).<br>• Written Exam (70%): The exam will consist of review questions designed to test students' understanding of the course material. Questions will range from theoretical knowledge to application-based scenarios that require critical thinking and synthesis of learned concepts (ILOs 1-5).<br><br>For Non-Attending Students:<br>• Written Exam (100%): Non-attending students will take a more extensive written exam (ILOs 1-5).<br><br>M2:<br><br>• Attending students:<br>40% of the final grade will be dedicated to group project work and final presentation. Students will form groups to examine assigned case studies, using specific questions to guide their analysis. They must apply theoretical concepts from lectures to their discussion. During each session, selected groups will present their findings, while non-presenting groups are expected to actively engage by commenting on the presentations and sharing their perspectives. At the conclusion of the course, each group will give a brief presentation reflecting on the lessons learned and synthesizing all cases discussed during the class (ILO3, ILO4).<br>20% of the final grade will be dedicated to individual class activities; students will be given activities to submit at the end of each session (ILO1, ILO2, ILO3, ILO5).<br>40% of the final grade will be dedicated to the written exam: It consists of two review questions based on the theoretical content of the course and 10 multiple-choice questions (ILO1, ILO2, ILO3). |

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| | • Not-attending students:<br>Final written exam (100%). Students who choose not to participate in the coursework are graded on a longer written exam that includes review and multiple-choice questions (ILO1, ILO2, ILO3, ILO4, ILO5). |
| Evaluation Criteria | M1:<br><br>Evaluation criteria relevant for both assessments: clarity of answers, mastery of specific terminology, ability to summarize, evaluate, and establish relationships between topics, ability to apply concepts to real-world examples.<br><br>• Team Project Report:<br>o Depth and accuracy of content<br>o Integration and application of course concepts to the project topic<br>o Originality and creativity in problem-solving and analysis<br>o Clarity, organization, and professionalism of the written report<br>• Team Presentation:<br>o Effectiveness of communication and ability to engage the audience<br>o Visual and analytical clarity of presentation materials<br>o Responsiveness to questions and ability to discuss the project in depth<br>• Written Exam:<br>o Comprehension of course material and key concepts<br>o Ability to apply theoretical knowledge to practical scenarios<br>o Critical thinking and analytical skills in responding to review questions<br>o Quality of written communication, including structure and articulation of arguments<br><br>M2:<br><br>• Team Project Reports:<br>Depth and accuracy of content.<br>Integration and application of course concepts to the project topic.<br>Originality and creativity in problem-solving and analysis.<br>Clarity, organization, and professionalism of the written report. |

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| | • Team Presentations:<br>Effectiveness of communication and ability to engage the audience.<br>Visual and analytical clarity of presentation materials<br>Responsiveness to questions and ability to discuss the project in depth.<br>• Written Exam:<br>Comprehension of course material and key concepts.<br>Ability to apply theoretical knowledge to practical scenarios.<br>Critical thinking and analytical skills in responding to review questions.<br>Quality of written communication, including structure and articulation of arguments. |
| **Required Readings** | M1:<br><br>The entrepreneurial state, 10th anniversary edition, by Mariana Mazzucato. Penguin.<br><br>ISBN: 9780141986104<br><br>A collection of articles will be provided at the beginning of the course.<br><br>M2:<br><br>(The chapters will be specified at the beginning of the course)<br><br>Book: Public Management and Governance. Tony Bovaird, Edited By Elke Loeffler, Fourth edition.<br><br>Paper: Bryson, J., & George, B. (2020). Strategic management in public administration. In Oxford research encyclopedia of politics.<br><br>Paper: Bryson, J. M. (2004). What to do when stakeholders matter: stakeholder identification and analysis techniques. Public management review, 6(1), 21-53. |
| **Supplementary Readings** | M1 |

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| | Background material is covered in Public Finance and Public Policy, by Jonathan Gruber, 7th edition – Chapters 1, 2, 3, 5, 6, 7, 8, 9, 10 ISBN: 1319466923 |
| **Further Information** | |
| **Sustainable Development Goals (SDGs)** | Decent work and economic growth, Responsible consumption and production, Industry, innovation and infrastructure |

# *Course Module*

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| **Course Constituent Title** | Economic Policy and Sustainable Development |
| **Course Code** | 27600A |
| **Scientific-Disciplinary Sector** | ECON-02/A |
| **Language** | English |
| **Lecturers** | Prof. Mirco Tonin,<br>Mirco.Tonin@unibz.it<br>https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35916 |
| **Teaching Assistant** | |
| **Semester** | First semester |
| **CP** | 6 |
| **Responsible Lecturer** | |
| **Teaching Hours** | 36 |
| **Lab Hours** | 6 |
| **Individual Study Hours** | |
| **Planned Office Hours** | 18 |
| **Contents Summary** | M1 - This module "Economic Policy and Sustainable Development" explores the role of public policy in achieving sustainable development goals (SDGs) through economic interventions. Students will gain knowledge of the tools used in sustainable policy formulation. The course aims to equip students with the analytical skills needed to assess and design effective public policies for sustainable economic development. |
| **Course Topics** | 1. The Public Sector |

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| | • Size and Development of the Public Sector<br>• Understanding Public Policy Frameworks<br>2. Public Policy Toolbox<br>• Tools and Strategies in Public Policy<br>• Case Studies and Applications<br>3. Sustainable Development Principles<br>• Concepts and History of Sustainable Development<br>• Introduction to Sustainable Development Goals (SDGs)<br>4. Integrating SDGs into Economic Policy<br>• Role of Public Policy in Achieving SDGs<br>• Strategies and Challenges in Implementation<br>5. Local and Global Externalities<br>• Understanding and Addressing Externalities<br>• Policy Approaches and Solutions<br>6. Public Goods<br>• Provision and Management<br>• Cost-Benefit Analysis in Public Projects<br>7. Innovation Policy<br>• Technology, Growth, and Green Transition<br>• The Role of Innovation in Sustainable Development |
| **Teaching Format** | Frontal lectures, exercises, projects; in person. |
| **Required Readings** | The entrepreneurial state, 10th anniversary edition, by Mariana Mazzucato. Penguin.<br><br>ISBN: 9780141986104<br><br>A collection of articles will be provided at the beginning of the course. |
| **Supplementary Readings** | |

# *Course Module*

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| **Course Constituent Title** | Public Management and Innovation |
| **Course Code** | 27600B |
| **Scientific-Disciplinary Sector** | ECON-07/A |
| **Language** | English |
| **Lecturers** | dr. Leila Ahmad Pour,<br>Leila.AhmadPour@unibz.it |

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| | https://www.unibz.it/en/faculties/economics-management/academic-staff/person/53521 |
| **Teaching Assistant** | |
| **Semester** | Second semester |
| **CP** | 6 |
| **Responsible Lecturer** | |
| **Teaching Hours** | 36 |
| **Lab Hours** | - |
| **Individual Study Hours** | |
| **Planned Office Hours** | 18 |
| **Contents Summary** | M2 - This module "Public Management and Innovation" provides a structured introduction to the principles, functions, and contemporary challenges of management in the public sector, with a particular emphasis on innovation as a means of enhancing administrative capacity, responsiveness, and societal impact. Special attention is given to the distinctive institutional and political context in which public management operates, including its legal frameworks, accountability mechanisms, and value-driven objectives. Innovation is examined both as a managerial practice and as a policy imperative, particularly in relation to digital transformation, citizen engagement, and sustainable development. Core themes may include: models of public governance, strategic management in the public sector, organizational learning and change, innovation processes, sustainability-oriented public services, and collaborative approaches involving multiple stakeholders. |
| **Course Topics** | The course is organized around four main theoretical modules:<br>• Public values<br>• Citizen Engagement and Co-Production<br>• Collaborative Governance in times of uncertainty<br>• Strategic Planning in the Public Sector |
| **Teaching Format** | The course follows an interactive, inquiry-based format that places special focus on hands-on and practice-oriented learning, supported by lectures, group works on case studies, group presentations, and discussions. |
| **Required Readings** | (The chapters will be specified at the beginning of the course) |

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| | Tony Bovaird, Elke Loeffler, Public Management and Governance<br><br>Edited By , Fourth edition.<br><br>Bryson J.M., George B., Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement, 2024<br><br>Van Dooren, W., Bouckaert, G., & Halligan, J. (2015). Performance Management in the Public Sector. Routledge |
| Supplementary Readings | |