

# **Syllabus**

## Kursbeschreibung

Titel der Lehrveranstaltung	Entwicklung und Management von Projekten und Nachhaltigkeit
Code der Lehrveranstaltung	27609
Zusätzlicher Titel der Lehrveranstaltung	
Wissenschaftlich- disziplinärer Bereich	
Sprache	Englisch
Studiengang	Master in Politik öffentlicher Institutionen und innovative Governance
Andere Studiengänge (gem. Lehrveranstaltung)	25556 Network Thinking and Agent-based modeling (LM-77 EI) / 47217 Project Development and Sustainability (LM-65, Faculty of Design)
Dozenten/Dozentinnen	dr. Giacomo Buzzao, Giacomo.Buzzao@unibz.it
Wissensch. Mitarbeiter/Mitarbeiterin	
Semester	Alle Semester
Studienjahr/e	2
KP	12
Vorlesungsstunden	36 + 36
Laboratoriumsstunden	-
Stunden für individuelles Studium	
Vorgesehene Sprechzeiten	18 + 18
Inhaltsangabe	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.
Themen der Lehrveranstaltung	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

Stichwörter	Project Management Design Thinking Sustainability
Empfohlene Voraussetzungen	
Propädeutische Lehrveranstaltungen	
Unterrichtsform	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.
Anwesenheitspflicht	Attendance is recommended, but not mandatory.
Spezifische Bildungsziele und erwartete Lernergebnisse	Knowledge and understanding  The student will acquire legal knowledge necessary for the training of senior public sector professionals, capable of understanding and managing the dynamics and relationships within public bodies and local, national and supranational administrations. This knowledge is essential to enable students to successfully take part in public competitions.  The student will acquire the targeted knowledge of techniques and analytical 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.
	The student will acquire knowledge of statistical inference, linear models and their generalisations will be consolidated. Knowledge of the management of the main IT systems useful for analysing, interpreting, visualising and communicating data, commonly used in public administrations, will also be acquired.  The student will acquire knowledge of organisational models, the business factors involved in the organisation of public enterprises, operating in different sectors (international organisations, central administrations, local authorities, health, public enterprises) and the consequences for the community.  The student 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 relating to personnel management in public companies."

Ability to apply knowledge and understanding

The student will acquire the 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);
- develop and administer projects from the design phase to the operational execution phases, including the assessment of their impact on society, the economy and the environment.

Autonomy of judgement

The student will acquire the ability to:

- apply acquired knowledge to interpret economic and business phenomena in order to make directional and operational decisions in the context of public administration;
- 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;
- reflect, also from a public ethics and sustainability perspective with regard to future generations, on the responsibilities associated with the use of public resources.

#### Communication skills

The student will acquire the ability to communicate effectively in oral and written form the specialised content of individual disciplines, using different registers according to target audience and communicative and didactic purposes, as well as to evaluate the formative effects of his/her communication.

Learning skills



	The student will acquire the ability to:  - use information technology autonomously to carry out bibliographic research and investigations and for one's own training and updating;  - identify thematic links and establish relationships between different cases and contexts of analysis;  - frame a new problem systematically and generate appropriate taxonomies;  - develop general models from the phenomena studied.
Spezifisches Bildungsziel	
und erwartete	
Lernergebnisse (zusätzliche	
Informationen)	
Art der Prüfung	For Attending Students
	1. Group Project Work and Presentation (50%)
	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 (50%)
	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%)

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.

#### Bewertungskriterien

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
	Madela 4 0 Madela 2
	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
Pflichtliteratur	A list of required readings will be made available online.
Weiterführende Literatur	
Weitere Informationen	
Ziele für nachhaltige	Industrie, Innovation und Infrastruktur, Partnerschaften zur
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<b>Entwicklung (SDGs)</b> Erreichung der Ziele, Nachhaltige Städte und Gemeinden
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## Kursmodul

Titel des Bestandteils der	Projektgestaltung und -management
Lehrveranstaltung	Frojektgestaltung und -management
Code der Lehrveranstaltung	27609A
Wissenschaftlich-	SECS-P/08
disziplinärer Bereich	
Sprache	Englisch
Dozenten/Dozentinnen	dr. Giacomo Buzzao,
	Giacomo.Buzzao@unibz.it
Wissensch.	
Mitarbeiter/Mitarbeiterin	
Semester	Erstes Semester
KP	6
Verantwortliche/r Dozent/in	
Vorlesungsstunden	36
Laboratoriumsstunden	-
Stunden für individuelles	
Studium	
Vorgesehene Sprechzeiten	18
Inhaltsangabe	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.
Themen der	The module will address the following topics:
Lehrveranstaltung	- 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
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Unterrichtsform	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.
Pflichtliteratur	Suggested handbooks are:
	Contemporary Project Management: Plan-Driven and Agile Approaches   5th Edition - Timothy Kloppenborg/Vittal S. Anantatmula/Kathryn Wells
Weiterführende Literatur	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.

### Kursmodul

Titel des Bestandteils der	Strategien für nachhaltige Lösungen: Design Thinking im
Lehrveranstaltung	öffentlichen Dienst
Code der Lehrveranstaltung	27609B
Wissenschaftlich-	SECS-P/08
disziplinärer Bereich	
Sprache	Englisch
Dozenten/Dozentinnen	dr. Giacomo Buzzao,
	Giacomo.Buzzao@unibz.it
Wissensch.	
Mitarbeiter/Mitarbeiterin	
Semester	Zweites Semester
KP	6
Verantwortliche/r Dozent/in	
Vorlesungsstunden	36
Laboratoriumsstunden	-
Stunden für individuelles	
Studium	
Vorgesehene Sprechzeiten	18
Inhaltsangabe	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.
Themen der Lehrveranstaltung	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
Unterrichtsform	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.
Pflichtliteratur	A list of required readings will be made available online
Weiterführende Literatur	Supplementary readings may be distributed and recommended to the students.