

Syllabus

Course description

Course title	Project Development and Sustainability - M1: Project Design and Management
Course code	27609A
Scientific sector	SECS-P/08 - ECON-07/A
Degree	Master in Public Policy and Innovative Governance (LM-63)
Semester and academic year	a.y. 2025/2026 1st Semester
Year	2
Credits	6
Modular	Yes

Total lecturing hours	36
Total lab hours	--
Total exercise hours	--
Attendance	Attendance is recommended but not mandatory.
Prerequisites	None required.
Course page	https://www.unibz.it/en/faculties/economics-management/master-public-policy-innovative-governance/

Specific educational objectives	<p>The course refers to the basic educational activities and belongs to the scientific area of Business Administration (SECS-P/08 - ECON-07/A).</p> <p>To ensure that public services are more effective and efficient, public sector organisations must pursue innovative solutions that enable them to achieve more with less. This requires rethinking activities, processes, and organisational models for implementing public policies. Project management offers principles, methods, and tools that help public institutions make better use of resources, improve the achievement of policy objectives, and strengthen relationships with stakeholders and end-users.</p> <p>This course will enhance students' ability to design, implement, monitor, and control projects, with a focus on leveraging existing best practices. It will also explore how project and programme management approaches can be applied to address complex, "wicked" problems and societal challenges related to social and environmental sustainability. Through policy analysis and case studies, students will critically engage with real-world public sector initiatives. Besides frontal-interactive lectures, learning</p>
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	will also be hands-on and experiential, involving collaboration on real or simulated projects and interaction with experienced project managers and policy makers.
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Module	M1
Lecturer	Giacomo Buzzao Giacomo.Buzzao@unibz.it
Scientific sector of the lecturer	SECS-P/08 - ECON-07/A
Teaching language	English
Office hours	18 hours MySNS – My timetable Webpage: https://www.unibz.it/en/timetable/?sourceId=unibz&department=26&degree=14100
Lecturing assistant	--
Teaching assistant	--
Office hours	--
List of topics covered	<ul style="list-style-type: none"> • Introduction to Project Management Key concepts, project lifecycle, and relevance for the public sector • Public Sector Project Specificities budgetary constraints and administrative complexity • Project Planning and Design Objective setting, work breakdown, logical frameworks • Wicked Problems and Societal Challenges Complex issues in sustainability, equity, and systemic change • Stakeholder and User Engagement Mapping, managing, and involving stakeholders and end-users • Leadership and Team Management Leadership skills and team coordination for public projects • Risk and Change Management Identifying risks, managing change, and adapting to uncertainty • Scope, Time, and Budget Control Managing deliverables, timelines, and public resources efficiently

	<ul style="list-style-type: none"> • Monitoring, Evaluation, and Learning Tools for tracking, assessing, and improving project performance • Case Studies and Practical Applications Real and simulated project work, with policy and stakeholder input
Teaching format	Frontal lectures with interactive discussion; student group projects and presentations; seminars/workshops from guest lecturers (e.g., expert project managers from the Third sector).
Learning outcomes	<ul style="list-style-type: none"> • Knowledge and Understanding Comprehensive knowledge of the function and significance of project management in public sector organisations. Thorough understanding of the specific challenges, opportunities, and methodological frameworks that shape project management practices in the public domain. • Applying Knowledge and Understanding Capability to design and oversee projects across all phases—from initial planning to full implementation—while evaluating their broader social, economic, and environmental implications. • Making Judgments Students will be equipped to make sound and context-sensitive decisions in managing projects that address wicked problems and public service delivery issues. They will engage in critical analysis of case studies and practical examples to refine their approach to project management within the public sector. • Communication Skills Students will be able to clearly and effectively convey project plans and results, explaining intricate project-related topics to various stakeholders in public organisations. They will show skill in presenting proposals and encouraging teamwork, using appropriate communication styles and tools suited for interdisciplinary and cross-sector project collaboration. • Learning Skills Students will build strong autonomous learning abilities, allowing them to independently explore and apply project management theories and practices. They will cultivate ongoing professional development,

	<p>especially in leadership and strategic thinking, to support the design and execution of forward-looking public sector initiatives.</p>
Assessment	<p>Assessment for Attending Students:</p> <ol style="list-style-type: none"> 1. Individual Written Exam (60%) – This exam includes a mix of multiple-choice and open-ended questions covering both lecture content and assigned readings. 2. Group Case Study and Presentation (40%) – Students will work in groups to design and manage a project based on a real-life or simulated challenge. Each group will present their work during scheduled class sessions and must submit their presentation slides in advance. <p>Assessment for Non-Attending Students:</p> <p>Students who do not attend classes must contact the instructor within the first four weeks of the course. Their final grade will be based on a written exam (worth 70%) and an individual written case analysis (worth 30%), to be submitted as a report.</p>
Assessment language	English, B1 English is required to sit the exam.
Evaluation criteria and criteria for awarding marks	<p>Coursework: Clarity of objectives, stakeholder identification and engagement; project schedule; project budget; risk management.</p> <p>Exam: Understanding of Project Management Principles; Application of Theoretical Concepts; Critical Thinking</p>
Required readings	<p>Suggested handbooks are:</p> <p><i>Contemporary Project Management: Plan-Driven and Agile Approaches / 5th Edition</i> - Timothy Kloppenborg/Vittal S. Anantatmula/Kathryn Wells</p> <p><i>Wicked Problems in Public Policy - Understanding and Responding to Complex Challenges</i></p> <p>Open access here: https://link.springer.com/book/10.1007/978-3-030-94580-0 </p>
Supplementary readings	Supplementary readings may be distributed and recommended to the students during class and on the course platforms.