



# UNIVERSITÀ DEGLI STUDI DI PALERMO

<b>DIPARTIMENTO</b>	Scienze Politiche e delle Relazioni Internazionali
<b>ANNO ACCADEMICO OFFERTA</b>	2020/2021
<b>ANNO ACCADEMICO EROGAZIONE</b>	2020/2021
<b>CORSO DILAUREA MAGISTRALE</b>	SCIENZE DELLE AMMINISTRAZIONI E DELLE ORGANIZZAZIONI COMPLESSE
<b>INSEGNAMENTO</b>	DYNAMIC PERFORMANCE MANAGEMENT FOR PUBLIC SECTOR ORGANIZATIONS
<b>TIPO DI ATTIVITA'</b>	B
<b>AMBITO</b>	50524-statistico-quantitativo
<b>CODICE INSEGNAMENTO</b>	21165
<b>SETTORI SCIENTIFICO-DISCIPLINARI</b>	INF/01
<b>DOCENTE RESPONSABILE</b>	COSENZ FEDERICO      Professore Associato      Univ. di PALERMO
<b>ALTRI DOCENTI</b>	
<b>CFU</b>	8
<b>NUMERO DI ORE RISERVATE ALLO STUDIO PERSONALE</b>	144
<b>NUMERO DI ORE RISERVATE ALLA DIDATTICA ASSISTITA</b>	56
<b>PROPEDEUTICITA'</b>	
<b>MUTUAZIONI</b>	
<b>ANNO DI CORSO</b>	1
<b>PERIODO DELLE LEZIONI</b>	2° semestre
<b>MODALITA' DI FREQUENZA</b>	Facoltativa
<b>TIPO DI VALUTAZIONE</b>	Voto in trentesimi
<b>ORARIO DI RICEVIMENTO DEGLI STUDENTI</b>	<b>COSENZ FEDERICO</b> Mercoledì 17:00 18:00      Dipartimento DEMS. Il ricevimento con gli studenti va richiesto e confermato via email con il docente. Il ricevimento si terra' nella stanza del docente presso il Dipartimento DEMS oppure attraverso la piattaforma Microsoft Teams. Meetings with students must be requested and confirmed by email (federico.cosenz@unipa.it). Meetings will be held at the DEMS Department or by Microsoft Teams.

<b>PREREQUISITI</b>	Basic knowledge of General Management principles
<b>RISULTATI DI APPRENDIMENTO ATTESI</b>	<p><b>Knowledge and understanding</b>  Students learn to analyze and evaluate organizational performance in Public Sector institutions through the use of the Dynamic Performance Management (DPM) approach. The focus is on Public Sector Organizations, as well as on different consequential levels, i.e. departmental, political, interdepartmental, cross-institutional. The need to link the political and managerial level, planning and control, design and implementation, policy formulation and evaluation is emphasized. The benefits of applying the Dynamic Performance Management approach are explored, and linked with the need to frame the value chain leading to deliver 'products' to citizens, through the fulfillment of processes and activities. Improving service quality and operational efficiency are analyzed as primary outcomes of more 'learning-oriented' P&amp;C systems, according to a 'New Public Management' perspective in the public domain.</p> <p><b>Applying knowledge and understanding</b>  Students develop DPM models to facilitate effective planning, control, policy design, strategy development, and implementation in various organizations operating in different public sectors (e.g., Healthcare, Transportation, HEIs, Courts). In developing DPM models addressing specific organizational attributes of Public Institutions, students learn to: (1) use DPM as a method that portrays the tight relationships that exist between the managerial and the political level; (2) use DPM as a method to support the development of Planning and Control systems, - e.g. in defining performance standards, gauging results, analyzing performance drivers, outlining strategic resources, identifying policy levers. The students will engage in real life case-study analyses in which they will practice their public sector and DPM modeling knowledge and understanding on public management disciplines. They will identify the systems structure underlying poor public performance and will develop and assess strategies and policies aimed at performance improvement. Students will also analyze how to assess and manage sustainable development.</p> <p><b>Making judgements</b>  Through DPM based case-study analyses, students learn to assess the sustainability of public policies and strategies from various perspectives. They gain a systemic, time-related, and open-ended perspective on public organizations. They also learn to evaluate performance, based not only on financial and tangible factors, but also on intangibles. Planning and control, and strategy development and implementation are considered elements of an integrated approach aimed at fostering decision makers. Students learn to detect the limits of conventional approaches (theories, techniques and tools) for policy design, strategy development and implementation, and performance evaluation. They should be able to reflect on the method to use in order to adopt Planning and Control systems as a viable means to foster empowerment, accountability, communication and learning, particularly in public organizations that operate in a complex and dynamic environment.</p> <p><b>Communication</b>  Students can present and discuss relevant literature sources as well as the result of their case-studies in class. They also present results from DPM modeling sessions to stakeholders in public organizations and to interested academics.</p> <p><b>Learning skills</b>  Students are enabled to acquire skills that are required for self-studies of the literature on the subject, as well as to concretely apply the DPM approach to public organizations.</p>
<b>VALUTAZIONE DELL'APPRENDIMENTO</b>	<p>Student learning assessment is based on (1) a written exam aimed at analysing a case-study related to a Public Sector Organization, (2) the "active" participation of Students during classes. In particular:</p> <p>(1) the written examination is to ensure the acquisition of skills, abilities and competencies required. The written exam consists in the analysis of a case study developed individually by each student at the end of the course.</p> <p>(2) the Students will also be assessed based on their "active" participation during the lectures. The most important criterion is the ability to interact with professors and other students.</p> <p>Evaluation criteria (up to 30)</p> <ul style="list-style-type: none"> <li>- Excellent: 30-30 laude = very good knowledge of the topics, excellent communication skills, good analytical ability, the student is able to apply knowledge to solve proposed problems</li> <li>- Very good: 26-29 = Good knowledge of the subjects, very good communication skills, the student is able to apply knowledge to solve problems proposed</li> <li>- Good: 24 - 25 = basic knowledge of the main topics, good communication skills, with limited ability to independently apply knowledge to solve the proposed problems</li> <li>- More than sufficient: 21-23 = limited knowledge of the main topics, basic communication skills, poor ability to independently apply the knowledge acquired</li> <li>- Sufficient: 18-20 = minimum basic knowledge of the main topics, very little or</li> </ul>

	no ability to independently apply the knowledge acquired - Insufficient = the student does not have an acceptable knowledge of the contents of the topics covered in the course
<b>OBIETTIVI FORMATIVI</b>	The course is aimed at providing students with the following main objectives: 1. Introduction to the Dynamic Performance Management approach to Public Sector organizations. 2. Analysis of the complexity factors that particularly influence and characterize planning, policy design and management in the public sector. 3. Three Dynamic Performance Management (DPM) perspectives are analyzed: an instrumental, an objective and a subjective DPM view. To this end, empirical applications of the Dynamic Performance Management approach to case-studies based on real public sector organizations will be developed.
<b>ORGANIZZAZIONE DELLA DIDATTICA</b>	Lectures, In-Class Exercises, Computer Lab Sessions, Project Making.
<b>TESTI CONSIGLIATI</b>	- Bianchi C., 2016, Dynamic Performance Management, Springer. - Other reading materials will be also distributed to Students during lectures and will consist in articles, papers and case-studies to be studied and developed.

### PROGRAMMA

ORE	Lezioni
5	Analysing the organizational attributes and complexities of managing Public Sector institutions
6	Designing Dynamic Performance Management Systems in Public Sector organizations: - An instrumental view of performance in the public sector
6	Designing Dynamic Performance Management Systems in Public Sector organizations: - An objective view of performance in the public sector
6	Designing Dynamic Performance Management Systems in Public Sector organizations: - A subjective view of performance in the public sector
6	Developing Dynamic Performance Management to foster customer satisfaction, performance improvement and accountability in the public sector: - Modeling products, processes, and related performance measures
7	Developing Dynamic Performance Management to foster customer satisfaction, performance improvement and accountability in the public sector: - Modeling the value chain of delivered services according to an inter-institutional perspective
ORE	Laboratori
4	University Management (HEIs) - Case-study
4	Healthcare Management (Hospitals) - Case-study
4	Judicial System (Courts) - Case-study
4	Police and Safety – Case-study
4	Public Transports – Case-study