UNIVERSITÀ DEGLI STUDI DI MILANO

CONCORSO PUBBLICO, PER TITOLI ED ESAMI, PER L'ASSUNZIONE A TEMPO INDETERMINATO DI N. 1 DIRIGENTE DI SECONDA FASCIA PRESSO L'UNIVERSITÀ DEGLI STUDI DI MILANO – DIREZIONE DIDATTICA E FORMAZIONE - BANDITO CON DETERMINA DIRETTORIALE N. 15522 DEL 7.10.2021, CON AVVISO PUBBLICATO SULLA G.U. N. 83 DEL 19.10.2021 - CODICE 21614

La Commissione giudicatrice del concorso, nominata con Determina Direttoriale n. 1932 del 16.2.2022, composta da:

Prof.ssa Bienati Luisa	Presidente
Prof. Casiraghi Maurizio	Componente
Dott.ssa Marrese Assunta	Componente
Sig.ra Bandera Tiziana Patrizia	Segretaria

comunica i quesiti relativi alla prova orale:

GRUPPO DI QUESITI N. 1

1) Il candidato esprima un'ipotesi di organizzazione del settore programmazione offerta formativa, descrivendo le principali relazioni con le altre strutture di ateneo, e i passaggi necessari all'attivazione di un nuovo corso di studi.
2) Alla luce delle recenti esperienze di lavoro agile dettate dalle emergenze sanitarie, quali sono secondo lei gli effetti positivi e negativi di tale modalità di lavoro e quali sono i punti di attenzione per migliorare le performance individuali e organizzative?

BRANO DA TRADURRE:
The goal of the Master's degree programme in Health Professions of Prevention Sciences is to provide training which allows to make decisions regarding the organisation and management of healthcare services provided by staff with technical functions within the field of medicine. The graduate will be able to command and exercise professional skills and methods in research, training, and management. Specific educational goals include: · Employ specific scientific knowledge in relation to their professional role in order to make decisions concerning the organisation and management of health services supplied by professional healthcare personnel in the medical field within health facilities, including preventative and protection healthcare services and the Local Health Authorities; · Utilise skills in healthcare management and organisation in order to coordinate healthcare services, and to manage available human and technological resources, evaluating the cost/benefit ratio; · Monitor specific sectors of the health organisation within the sphere of preventative healthcare; · Use research methods and tools in the organisation of clinical services; Optimise the use of all resources (human, technological, IT, financial resources) available to preventative healthcare facilities; Design and conduct training programmes for continuing education and refresher courses at one's own clinic or facility; · Develop teaching skills for teaching aspiring professionals in one's field through tutorials, and internship coordination for first-tier, complementary, and continuing education.

GRUPPO DI QUESITI N. 2

1) Alla luce delle nuove numerose sfide, il candidato descriva come organizzerebbe l'Area della didattica innovativa (tenuto conto che l'ateneo ha un'area che si occupa delle tecnologie e risorse didattiche digitali) evidenziando le peculiarità dell'Area rispetto al miglioramento del servizio verso studenti e docenti.
2) Ipotizzando di dover prendere una decisione le cui conseguenze hanno un impatto significativo sulla sua struttura organizzativa, descriva aspetti negativi e positivi di due possibili modalità di assunzione
-top down
-attraverso il consenso di gruppo

BRANO DA TRADURRE:
Researcher and specialist in basic computer science research. Functions: junior researcher associated with academic research groups, or laboratories of public and private bodies. Skills: in-depth awareness of the fundamentals of one's discipline and of the problems that characterize it with respect to the other sciences. Ability to elaborate and communicate original ideas in the field of basic computer science, in particular relating to the mathematical, logical and statistical foundations of computation, design and analysis of algorithms in abstract and, depending on the paths followed during the degree course, in different disciplinary areas. Opportunities: in public and private research institutions, as well as in high-tech companies that develop new methodologies and innovative systems. Continuation of the course of studies with third level training. Application and system software analyst and designer. Functions: high responsibility roles in the public or private sector with respect to the coordination, management and control of medium-large computer systems projects. Autonomous professional activities. Skills: mastery of different programming paradigms and languages, of the analysis and specification of requirements in software engineering, in the synthesis of programs, in the verification of the absence of errors within programs, in the verification of correctness with respect to the specifications. Control of the use of resources in sequential, object-oriented, concurrent and distributed environments. Knowledge of the methodologies and architectures relevant to the different areas of traditional IT as well as to the sectors of multimedia publishing, graphics and unconventional interaction, mobile and pervasive computing, social computing, web analytics and digital marketing. Opportunities: in manufacturing companies in the areas of IT systems and networks, in high-tech companies that develop or use new innovative IT methodologies and systems, and in companies and public and private organizations which use complex IT systems to manage their data and processes. System analyst. Functions: roles of high responsibility in the analysis and management of medium-large IT systems. Generally the perspectives are mainly in the technological field, but having particular management skills the graduate can attain high management roles even in different areas. Skills: knowledge of the most advanced technologies to adapt them to business objectives, with particular reference to: operating systems and network infrastructures, internet and intranet applications, the most common hardware and software architectures, the most common organizational and business management models, relational databases, Data Warehousing and Data Mining, the main technological platforms ERP and CRM. Opportunities: all areas of the public and private sector that use information technologies and operate in segments of market such as industry, banks, insurance, logistics and transport, healthcare, public administration, new media, companies of services. Specialist in computer networks and communications. Functions: roles of high responsibility and wide autonomy in medium-large telematic systems projects. Skills: ability to analyze, design, test, evaluate and optimize the performance of networks and network systems telecommunications. The graduate possesses advanced knowledge in IT sectors such as distributed systems, systems information, security, web technologies; she/he designs advanced systems and applications in innovative contexts, mobile and complex systems; has acquired advanced skills for solving problems and for learning innovative methodologies and technologies. Opportunities: all areas of the public and private sector that use communication technologies and operate in market sectors such as industry, banks, logistics and transport, healthcare, public administrations, new media, service companies, digital marketing.

GRUPPO DI QUESITI N. 3

1) Il candidato esprima un'ipotesi di organizzazione dell'area Relazioni internazionali, descrivendo le principali relazioni con le altre strutture di ateneo, motivandone le scelte, individuando le principali criticità della sua attività ed ipotizzando strumenti per il miglioramento dei servizi anche tramite l'utilizzo delle nuove tecnologie.
2) Quali possono essere le leve più efficaci, oltre a quelle economiche, per aumentare la motivazione dei suoi collaboratori?

BRANO DA TRADURRE:
One of the most effective policies adopted by the European Union in the last few years has been the internationalization of higher education. The various Erasmus programmes that have been implemented since the nineties have greatly increased the mobility of European students. Being a brand-new programme with an internationally oriented educational core strategy, MEF promotes a wide internationalization of their students, and therefore strongly encourages them to spend part of their studies abroad in Erasmus+

Programmes. Erasmus+ provides opportunities to study, train, gain work experience and skills. Students can go abroad from 3 up to 12 months (including a complementary traineeship period, if planned), and may receive additional grants for studying or training. At the end of their foreign stay, students get full recognition of completed activities in terms of credits for their degree. Student mobility is carried out in the framework of prior "inter-institutional agreements" between the sending and receiving institutions. Students can also join the traineeship programme (Placement), by going abroad from 2 up to 12 months, starting their traineeship from the first year of study. For a traineeship which is an integral part of the curriculum, the sending institution must give full academic recognition for the period spent abroad. For a traineeship that is not part of the curriculum of the student, the sending institution shall provide recognition at least by recording this period in the Diploma Supplement or, in the case of recent graduates, by providing a traineeship certificate. Traineeship may also be established with private and public companies, educational or research centers other than the hosting institution, especially in the field of finance. MEF academic staff has strong relations with some important European universities, in particular in Germany, France and Poland but also outside the EU, and is actively involved in building research and education networks, so that students' activity abroad (including the development of the final dissertation) can be successfully supervised. Short exchange programs are actually in place with the HSBC Business School - Peking University Shenzhen (China), Plekhanov Russian University of Economics (Moscow, Russian Federation) just to mention some.

GRUPPO DI QUESITI N. 4

1) Il candidato deve gestire la formazione di terzo livello: per l'erogazione di un nuovo master quali passaggi organizzativi e gestionali dovrebbe fare?
2) Quali sono le caratteristiche rilevanti da tenere in considerazione per individuare il/la responsabile di unità organizzativa complessa?

BRANO DA TRADURRE:
The M.Sc. graduates in BIONUTRI possess a specific and modern knowledge of the biological applications in alimentary and nutritional field and a deepened cultural preparation on the problems of nutrition in several contexts as the environmental, technological, legislative and of scientific research ones with particular attention to the cellular and molecular aspects. The broad acquired competence confers a specific preparation for professional activities and projects in fields correlated to the biological disciplines in the sectors of the industry and of the public administration with particular reference to: 1) comprehension of the biological phenomena at all levels and diffusion/divulgation of such knowledge; 2) correct application of nutrition and of the relative current rules in the field of the public and private health; 3) monitoring of food consumption to assess the nutritional trends of the population, application of methods apt to evaluate food safety and to ensure the health of the consumer; 4) nutritional education for the institutional operators and the population; 5) dietetic advice for determining optimal diets for communities (company refectories, sporting groups, and so on) or single individuals; 6) participation in processes of optimization, conservation and safety of the alimentary resources; 7) procedures of control, credit and certification of private and public laboratories or structures in accordance with the European dispositions; 8) promotion and development of the scientific and technological innovation, as well as of management and design of the technologies related to the biology of nutrition; 9) management and coordination tasks in installations of the national and foreign alimentary industries; 10) professional activities and to set up projects in all the fields correlated to the biological disciplines, in the application sectors of the industry, of the agriculture, of the health and of the public administration. The M.Sc. graduate in BIONUTRI will be able to carry out: 1) research activity in the bio-nutritional field, 2) research activity in the alimentary industry and in specific sectors for protection of the public health, 3) marketing in the industry of the sector of pertinence, 4) managerial career in either public or private laboratories, 5) free professional activities in pertinent sectors, 6) managerial career in the great alimentary distribution; 6) activity of diffusion of nutritional education. The M.Sc. graduate in BIONUTRI, after passing the exam for the profession, will be able to enroll in the Biologist's Professional Register, section A, with the title of Biologist, to perform the activities recognized by the Italian law.

GRUPPO DI QUESITI N. 5

1) La Statale di Milano partecipa alla rete delle università europee "4EU+ European University Alliance" (Università Statale di Milano, Sorbonne Université di Parigi, Charles University di Praga e le Università di Copenaghen, Heidelberg e Varsavia). Che contributo dà l'ufficio offerta formativa/relazioni internazionali allo sviluppo della rete?

2) Quali sono gli elementi chiave che possono incrementare il tasso di successo dell'implementazione di un progetto di cambiamento organizzativo e quali possono essere le leve per superare la resistenza da parte dei suoi collaboratori?

BRANO DA TRADURRE:
Graduates in Agricultural Sciences for Sustainability are trained to take management roles in coordinating and planning production processes in crop and livestock farming, in the agri-food market chains and in the industry, private services and public bodies operating with the agricultural production sector. The skills acquired by graduates in Agricultural Sciences for Sustainability therefore allow them to carry out entrepreneurial roles, managerial responsibilities, planning, consultancy and operational management in the following areas/sectors: - technical and economic management of production processes in crop and livestock farms and in the related supply-chains; - field and animal breeding technical assistance; - companies or industries of technical means (seeds, fertilizers, crop protection products, feed, etc.) and of machinery, plants, structures, technologies and services for agriculture; - agri-food chains for the distribution and processing of agricultural products, and produce marketing; - administrative, regulatory, technical and economic consultancy professional services for agricultural business; - digital and ICT technology companies for agriculture and precision farming; - public bodies operating with agricultural activities and resources. In particular, graduates in Agricultural Sciences for Sustainability may have the following career opportunities related to the chosen specialisation track: - farm management track: management functions of direction and coordination in farms, agricultural enterprises and agri-food distribution and processing chain, in the agricultural sector of public bodies, professional consultancy, technical and commercial assistance services to companies and industries operating with agriculture; - animal systems track: management functions of direction and coordination in livestock farms and animal product distribution and processing chain, technical and commercial assistance professional consultancy in livestock production and R&D in agriculture technologies companies; - precision Agriculture track: technical or professional services to support agricultural production, ICT companies for agriculture (IT, modeling, remote sensing, etc.), innovation start-ups for the agri-food system, R&D in technology and agricultural machinery industry, and technical and commercial assistance services for farms.

GRUPPO DI QUESITI N. 6

1) NdV: *Dall'analisi delle Relazioni delle CPDS del 2020 si è rilevato che per 46 CdS su 134 (circa un terzo) sono stati segnalati aspetti migliorabili riconducibili all'internazionalizzazione. In particolare, le Commissioni segnalano che il tasso di mobilità internazionale dei CdS è inferiore rispetto alle loro potenzialità, e hanno pertanto proposto ai rispettivi Collegi didattici un rafforzamento dell'orientamento e delle informazioni rivolte agli studenti, assieme all'incremento degli accordi e delle convenzioni con atenei stranieri.* Quali sono le possibili azioni da metter in campo?

2) Per la gestione di una struttura complessa è fondamentale ricorrere allo strumento della delega, quali sono i criteri che dovete tenere presente nel processo di delega ai collaboratori, per assicurarvi che i delegati svolgono al meglio le loro attività?

BRANO DA TRADURRE:
Common training objectives (or common core) Students must acquire the basics of clinical psychology, medical genetics, internal medicine, general surgery, neurology and paediatrics necessary for the completion of specialist training in the semiotics, diagnosis and treatment of pathologies pertaining to individual specialisations. They must also acquire knowledge of the main laboratory tests on blood and tissues, radiology and neuroradiology imaging and their purpose and use in clinical and diagnostic assessment, prevention and monitoring of the structures and systems involved in anaesthesia and rehabilitation practices and in patients undergoing intensive, resuscitation and rehabilitation therapies. *Core training objectives* In-depth embryogenetic, morphological and structural knowledge and knowledge of

the pathophysiology of organs and systems responsible for auditory and vestibular function and verbal production and perception, and fundamental concepts in physics and electronics in order to acquire the preparatory knowledge for a correct clinical-diagnostic workup and medical, surgical, prosthetic and rehabilitative therapy practice. *School-specific training objectives*Students must acquire knowledge of: - mechanisms underlying auditory perception, linguistic development and learning in childhood and adolescence; - theoretical basis of linguistic communication and human phonetics; - functional and instrumental semeiotics of clinical methods in audiology and phoniatrics and theoretical bases of prevention, as well as their application in remediation of auditory communication disorders; - medical, surgical, prosthetic and rehabilitative therapy for audiological, otologic and phoniatric disorders; sufficient skills to prescribe habilitation and rehabilitation programmes for correcting the most common disabilities induced by audiological and phoniatric disorders in children and adolescents, adults and the elderly; - instrumental (phonometric) methods for noise pollution analysis and clinical and medical-legal assessment of acoustic trauma.

GRUPPO DI QUESITI N. 7

1) Nel documento ***Politiche e programmazione dell'offerta formativa - Triennio 2020-22***
" l'Ateneo si propone di mantenere e rafforzare la propria posizione di riferimento nell'istruzione universitaria in Italia anche con l'istituzione di nuovi corsi di studio, che saranno identificati mediante un dialogo con i Dipartimenti proponenti sulla base delle seguenti linee di sviluppo: *a)* favorire la multidisciplinarità; *b)* allineamento con le più avanzate conoscenze derivanti dalla ricerca, anche in relazione ai bisogni del contesto produttivo nazionale e globale; *c)* apertura e promozione dell'internazionalizzazione; *d)* valorizzazione delle forme di didattica innovativa e/o a distanza; *e)* valorizzazione degli aspetti professionalizzanti; *f)* sostenibilità complessiva e diacronica dell'offerta formativa".
Come viene verificata la sostenibilità dell'offerta formativa? Nelle delibere sottoposte agli OO.AA il dirigente di quali aspetti deve farsi carico?
2) Volendo fare evolvere un'organizzazione storica ben collaudata verso una più snella e innovativa, quali sono elementi da tenere in considerazione per mantenere il più possibile i benefici dell'attuale struttura del gruppo e contestualmente rompere l'inerzia che la caratterizza?

BRANO DA TRADURRE:
The purpose of the Degree Course is to train a professional able to provide technical and scientific support to public administrations (Local Authorities, Regions, Ministries, international agencies), as well as to private organizations, both from within (as a staff member) and externally (consultants) in the definition, implementation and management of policies on natural resources and common goods, and of their relations with human activities, with particular reference to sectors that use natural resources and collective goods and that produce goods and services and for which it is necessary to ensure sustainable management. This study programme intends to provide a wealth of knowledge, skills and abilities combining the technical-engineering and biological dimensions of natural, environmental and land resources management, with a view to achieving Green-Deal and ecological-transition goals. Graduates will understand the role of natural resources in economic activities, as well as mastering governance, design, conservation, regulation and restoration techniques that are required to ensure their sustainability, durability and protection. They will have high-level scientific and operational skills in the field of natural resources protection and enhancement; they will understand the technological and economic aspects of natural resources management, and will be equipped for performing a systemic analysis of the environment in its biotic and abiotic components and in the related interactions. The programme-specific learning objectives are: - sound general knowledge and mastery of scientific methods of investigation in the environmental field; - the ability to provide technical-scientific support for natural resources planning and public management analysis and problem-solving, using economic, legal, analytical, statistical and IT tools; - the ability to assess natural resources and environmental impacts of economic activities by creating models, also based on conceptual and methodological tools used in economics, law and environmental planning; - the ability to conduct studies, research and analysis in support of forest and environmental regulation, conservation and enhancement policies; - the ability to design and coordinate the design and implementation of green infrastructures for the protection and enhancement of the environment and rural, forestry and urban areas; - use of modern technologies for environmental investigation, monitoring and restoration and for planning natural resources regulation and protection; - the ability to work independently in these fields, as a

coordinator or manager; - the ability to present information, ideas, problems and solutions, both in their native language and in English, including public speaking skills and mastery of specialist terminology; - the ability to work in multidisciplinary group settings, to complete projects and reports.

GRUPPO DI QUESITI N. 8

1) NdV*: A seguito della segnalazione del precedente NdV, che aveva riscontrato, attraverso le audizioni, rilevanti criticità nella compilazione della SUA-CdS, il PQA ha effettuato, con il coinvolgimento dei Referenti AQ locali, un monitoraggio delle SUA-CdS 2018/19 di tutti i corsi, invitando i Presidenti di Collegio didattico ad introdurre modifiche in presenza di criticità. Gli esiti globali di questo monitoraggio sono stati raccolti in una relazione e, sulla base degli stessi, il PQA ha aggiornato nel febbraio 2020 le Linee guida per la compilazione della SUA-CdS.*
L'Ufficio offerta formativa si relaziona al PQA per l'aggiornamento e la verifica delle schede SUA? Perché è importante che siano sempre aggiornate?

2) Valutazione della performance: Come avviene la valutazione del personale? E'un compito del dirigente? Sulla base di quali criteri? Chi valuta il dirigente e da chi è valutato?

BRANO DA TRADURRE:
The BCG Master degree aims to train highly skilled professionals able to merge in depth knowledge on the molecular foundations of life sciences with up-to-date knowledge of the current techniques and technologies for bioinformatic and genomic analysis. Particular emphasis will be put on the quantitative and computational aspects of the latter ones, which will be focused on the analysis, modelling, and comprehension of biological systems. The ultimate goal is to train in a multi-disciplinary context professionals ready to cope with the challenges deriving from modern biomolecular sciences in the post-genomic era, and able to conjugate and integrate knowledge on biology, genetics, computer science, information engineering, and statistics in different fields of basic or applied research. Graduates in BCG will thus be able to: 1. take part in the design and execution of large scale genomic analyses2. identify and extract the biological meaning from the results obtained 3. design autonomously tools and protocols for the bioinformatic analysis of different types of experimental data4. play a pivotal role in research groups focused on basic or applied genomic research5. coordinate and supervise research projects and groups focused on bioinformatics and genomics. Students with a Bachelor degree (Laurea Triennale) in Information Engineering who obtained the BCG Master degree will also have the opportunity of enrolling in the Master degree program in Computer Science and Engineering? of Politecnico di Milano, with the automatic transfer in their career of part of the CFUs acquired in the BCG program; thus, they will have a very significant reduction of the number of exams to be taken to obtain the second degree in Computer Science and Engineering?. Students interested in this opportunity can contact Prof. Marco Masseroli (marco.masseroli@polimi.it) for further information.

Milano, 06 maggio 2022

La Commissione

Prof.ssa Bienati Luisa - Presidente

Prof. Casiraghi Maurizio - Componente

Dott.ssa Marrese Assunta - Componente

Sig.ra Bandera Tiziana Patrizia - Segretaria