

Concorso pubblico, per esami, per la copertura di n. 1 posto afferente all'area dei Collaboratori, settore amministrativo, con rapporto di lavoro subordinato a tempo indeterminato, con regime di impegno a tempo pieno, profilo Supporto alle attività di Organizzazione, Programmazione, Controllo e Valutazione dell'Università degli Studi di Bari Aldo Moro, indetto con DDG n. 1922 del giorno 17/10/2025

Domande elaborate dalla commissione esaminatrice per l'espletamento della prova orale.

TRACCIA 1

1. Il controllo strategico
2. Ruolo del Rettore
3. La gestione per processi
4. I database
5. Public administrations in various countries are currently engaged in reform processes to improve the ability to devise policies and provide services so as to meet the society's needs with the scarce amount of resources available.

TRACCIA 2

1. Differenza tra indicatori output e outcome
2. Il procedimento amministrativo
3. Le posizioni organizzative
4. La tabella pivot in Excel
5. The methods, terms, level of adoption and success of these reforms vary from country to country. In Italy, the processes to reform the public administration have been almost exclusively introduced via legislation and often have not produced the desired effects due to what Ongaro and Valotti (2008) call the adoption gap.

TRACCIA 3

1. Il Valore Pubblico
2. Principi della legge 241/1990
3. I profili professionali
4. Browser web
5. The adoption gap may be split into two categories: the formal adoption gap and the substantive adoption gap. Formal implementation gap means not applying the fulfillments envisaged by regulations. Substantive implementation gap refers to the failed adoption of the principles and achievement of the purposes of the reforms and, consequently, the failure to attain the desired effects.

TRACCIA 4

1. Il sistema di misurazione della performance
2. Il responsabile del procedimento
3. Il lavoro per obiettivi
4. Funzione CERCA.VERT in Excel
5. The university sector was also concerned by the introduction of managerial systems. This transformation is mainly due to the increasing number of students, to the reduction of available financial resources, to the national and international competition, the growing mobility of students and teachers.

TRACCIA 5

1. Il PIAO
2. Differenza tra procedimento e provvedimento
3. Gli organigrammi aziendali
4. Motore di ricerca

5. The universities have been forced to improve governance system, organisational structure and management style. In past years, increasing interest in performance measurement in higher education was generated (Coste and Tiron-Tudor, 2015).

TRACCIA 6

1. Tipologie di indicatori
2. Il preavviso di rigetto
3. La mappatura dei processi
4. Il Backup dei dati
5. The globalisation of higher education and the demand for universities accountability by governments are favouring a faster and better implementation of performance systems in these organisations, but there are still many things to improve.

TRACCIA 7

1. Il Benessere organizzativo
2. La motivazione del provvedimento
3. I punti organico per il finanziamento del reclutamento universitario
4. La compressione dei file (ZIP)
5. Performance oriented management represents a radical political and managerial change, a challenge for future public administrations. Attempts to change the public sector have often failed (Beer, 2000).

TRACCIA 8

1. L'integrazione tra ciclo di bilancio e ciclo della performance
2. Il ruolo dell'ANVUR
3. Il piano della formazione del personale
4. Microsoft Teams
5. The adoption and effective use of performance management in public administrations are arduous and often encounter issues, such as a partial development of the system, a formal approach in the design, failed implementation, incomplete measurement of the performance dimensions, failed or symbolic use of the information produced (Modell, 2004; Pollitt, 2006; Radin, 2006).

TRACCIA 9

1. I centri di responsabilità
2. Il nucleo di valutazione negli atenei
3. Progressioni di carriera nella PA
4. Il cruscotto (dashboard)
5. The heterogeneity of the functions carried out by public administrations, the multitude of objectives achieved and the high number of dimensions to be monitored do not allow a mechanical transfer of models, logics and tools already tested in companies but require the utmost attention when adopting specific performance management systems.

TRACCIA 10

1. Analisi SWOT
2. Il presidio della qualità
3. I Modelli organizzativi
4. La firma digitale
5. The performance management cycle starts from designing the performance measurement and evaluation system, identifying the purposes of the same system, the environments, methods, phases and subjects.

TRACCIA 11

1. Benchmarking

2. Organi di governo negli atenei
3. Rapporto tra CCNL e contratto integrativo
4. La PEC
5. It is necessary to differentiate the measurements tools, the performance representation and communication methods consistently with the organisation's information requirement and the competences of the stakeholders (Behn, 2003).

TRACCIA 12

1. Sistema premiale nella PA
2. Statuto di ateneo
3. Inquadramento personale TAB (CCNL 2019-2021)
4. La chatbot
5. The complexity of the organisational and institutional context, the high number and heterogeneity of the processes and products, the multitude and variety of the subjects receiving the information on the performance may lead to the design of a too large and complex system that is difficult to implement and use and whose costs outweigh the benefits.

TRACCIA 13

1. Dimensioni della valutazione delle prestazioni
2. Funzioni del Consiglio di Amministrazione
3. Bilancio di genere
4. Prompt nell'AI generativa
5. Bouckaert and Halligan (2008) distinguish between incorporation and use. The first implies the integration of the performance information in the documents and procedures, turning the information into an integral part of the organisation's daily life and the boarder managerial system.

TRACCIA 14

1. Relazione sulla performance
2. Composizione del Senato Accademico nell'Università degli Studi di Bari Aldo Moro
3. Monitoraggio intermedio della programmazione
4. Esportazione di un documento in PDF
5. Use regards the actual and substantive use of the performance information for three different purposes: learning, steering and control and account giving.

TRACCIA 15

1. Assicurazione della qualità nelle università
2. Dipartimenti universitari
3. Lavoro per obiettivi
4. Formattazione condizionale in Excel
5. The performance management system affects the individual and organisational behaviour, the corporate culture, the management style and the expectations and interests of the stakeholders.

TRACCIA 16

1. Fasi del ciclo della performance
2. Piano Triennale di Prevenzione della Corruzione e della Trasparenza (PTPCT)
3. Il codice di comportamento dei dipendenti pubblici
4. La convalida dati in Excel
5. The performance management cycle does not take place in a perfectly sequential manner. Analyses and assessments are possible, if not desirable, at any time with regard to the progress and corrective interventions aiming to continuously improve the system, without necessarily waiting for the completion of the cycle and the deployment of the effects.

TRACCIA 17

1. L'Analisi degli scostamenti
2. La Normativa anticorruzione
3. Le progressioni di carriera
4. Il grafico a barre
5. Universities cannot and must not be treated as institutions producing public services but rather as cultural institutions which pursue three ultimate purposes: education, research and technological transfer (third mission).

TRACCIA 18

1. Controllo ex ante, in itinere ed ex post
2. Procedure di reclutamento pubblico
3. Il whistleblowing
4. Indice automatico in Word
5. Universities have a system of self-governance arranged within the individual universities and that present a modest level of heterogeneity. The political top management consists of three bodies: the dean, the academic senate and the administration board, which run different guidance and control tasks and have a series of mutual relations that condition their decision-making processes.

TRACCIA 19

1. Collegamento performance organizzativa e individuale
2. Responsabile della trasparenza
3. Il lavoro agile
4. Le revisioni in Word
5. The level of organisational complexity of the university system and within individual universities is high. The university system has experienced significant organisational changes that over time have modified the level of independence of the individual universities.

TRACCIA 20

1. Valutazione degli utenti e performance
2. Accesso ai documenti della PA
3. Modelli organizzativi
4. Software per la realizzazione di presentazioni
5. The performance measuring and evaluation process is not entirely new to universities. Law 537/93 had already introduced the principle of distributing national financial resources based on meritocracy, with the establishment of Nuclei di Valutazione di Ateneo (university assessment units) to assess the administrative management, educational and research activities, the interventions to support the right to study.

Il Segretario della Commissione
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