



UNIVERSITÀ DEGLI STUDI DI MILANO

CONCORSO PUBBLICO, PER TITOLI ED ESAMI, A N. 1 POSTO DI CATEGORIA D - AREA AMMINISTRATIVA-GESTIONALE, CON RAPPORTO DI LAVORO SUBORDINATO A TEMPO INDETERMINATO PRESSO L'UNIVERSITÀ DEGLI STUDI DI MILANO - DIREZIONE SVILUPPO ORGANIZZATIVO E GESTIONE DEL PERSONALE - UFFICIO FORMAZIONE CONTINUA E AGGIORNAMENTO PROFESSIONALE - BANDITO CON DETERMINA N. 12511 DEL 23/07/2021, PUBBLICATO SULLA G.U. N. 67 DEL 24.8.2021 - CODICE 21718

La Commissione Giudicatrice del concorso, nominata con Determina Direttoriale n. 14497 del 20.9.2021, composta da:

Prof.ssa Alessandra Lazazzara	Presidente
Dott.ssa Daniela Falcinelli	Componente
Dott.ssa Laura Selmo	Componente
Sig. Giuseppe Montana	Segretario

comunica i quesiti relativi alla prova orale:

GRUPPO DI QUESITI N. 1

1. Il/la candidato/a illustri, a partire dai cambiamenti organizzativi in corso nell'ambito dell'Università, i nuovi fabbisogni formativi che potrebbero emergere per il personale TAB (con particolare riferimento a conoscenze e competenze).
2. Nelle linee guida per la costruzione dei Piani di Fabbisogno di personale la Funzione Pubblica dà priorità alla riqualificazione delle competenze digitali del personale in servizio. Quali strategie di formazione e sviluppo adoteresti?

Brano in inglese: Overall, the trend to organizations needing to be more adaptable, to add more value to their products and services, and to rely on organizational capabilities as a source of competitive advantage combine to fundamentally challenge the idea of using jobs as a basis for managing individual and organizational behavior. When work is routine and focused on mass production it is reasonable to assume that individuals can be managed through the use of job descriptions and systems that are related to those job descriptions. Most individuals are not expected to make unique contributions or add significantly to the value of the products or services they deal with nor are they expected to constantly learn and change their behavior.

GRUPPO DI QUESITI N. 2

1. Il/la candidato/a illustri il concetto di competenza e le principali tipologie di competenze che dovrebbero essere presenti nel personale TAB.
2. L'Ateneo sta assumendo 20 nuove figure professionali per le esigenze dell'Amministrazione centrale. Come strutturereste un progetto di onboarding per motivare e accompagnare l'inserimento lavorativo di queste figure?

Brano in inglese: The alternative to job-based organizing is to design organizational systems in which the capabilities of individuals are the primary focus and which cause them to be managed in a way that facilitates organizations developing organizational capabilities that provide competitive advantage. Some work has been done that suggests what an organization that is designed from a starting point of creating individual and organizational capabilities, looks like. As will be discussed, it calls for different approaches to organization design, work design, and human resource management in the areas of selection, career development, pay, and overall competency management.

GRUPPO DI QUESITI N. 3

1. Il/la candidato/a illustri le fasi e gli strumenti dell'analisi dei fabbisogni.
2. Il personale TAB della vostra amministrazione è composto prevalentemente da Baby Boomers. Quali strategie utilizzerebbe per aumentare la loro motivazione e i relativi apprendimenti?



Brano in inglese: There appears to be a real risk of organizations losing functional excellence because functions are distributed throughout the organization and there is no protection of particular functional competencies. The challenge, of course is to create structures which simultaneously maintain functional excellence while integrating functional expertise into teams and structures which operate laterally. In some respects this potentially returns organization design back to the matrix structures which were written about in the 1970s. Making them work however, proved to be a difficult challenge and led to a decrease in their popularity.

GRUPPO DI QUESITI N. 4

1. Il/la candidato/a illustri le fasi del processo formativo.
2. È sorta la necessità di migliorare il servizio agli studenti che riscontra dei problemi riguardo la comunicazione e la relazione con il pubblico. Come interverresti?

Brano in inglese: Taking a skill-based approach to work design raises a number of interesting research issues concerning how people think about their work and identify with an organization's goals and purpose. For many individuals, their job is an important part of their self-concept and they get their intrinsic rewards from doing it effectively. The competency-based approach to organizing requires a change in this mentality and raises issues concerning how individuals will adapt to this change, and what characteristics of individuals might be associated with successful adaptation. For example, the change might mean that people will think of themselves as being a team member or an organizational member with certain capabilities at any particular moment, however, they may be performing a task which provides them with intrinsic rewards if they perform that particular task well.

GRUPPO DI QUESITI N. 5

1. Secondo l'Andragogia, quali fattori favoriscono l'apprendimento?
2. Al termine di un percorso di formazione sullo sviluppo delle competenze manageriali dei dirigenti, l'Amministrazione vuole misurare l'effettivo trasferimento sul lavoro di quanto appreso. Come misurerebbe questa ricaduta?

Brano in inglese: An increased focus on organization capabilities and a focus on managing individuals and their capabilities raises a number of interesting research issues concerned with organization design. It clearly suggests that the traditional functional organization is unlikely to be appropriate (Galbraith et al., 1993). It is very consistent with a job-based model that groups individuals according to similar job activities and relies on excellence in each job activity to produce effective organizational performance. Increasing demands with respect to speed and quality have led to calls for organizational structures that emphasize cross-functional teams and the breakdown of the traditional functional organization (Peters, 1992).

GRUPPO DI QUESITI N. 6

1. Il/la candidato/a illustri la metodologia del role play e descriva per quali finalità formative la utilizzerebbe.
2. Al termine di un percorso di formazione sullo sviluppo delle competenze digitali di tutto il personale TAB, l'Amministrazione vuole misurare le ricadute organizzative di questa formazione. Con quali modalità misurerebbe le ricadute organizzative?

Brano in inglese: Traditional selection activities focus on finding individuals who fit particular job openings. In the skill-based model, selection is best thought of as finding individuals who fit the learning environment that is provided by the organization. In essence, the task is to select individuals for organizational membership, not for a particular job (Bowen, Ledford and Nathan, 1991). Thus, the selection process needs to focus on identifying people who can learn and follow the various career tracks that are available in the organization. Attention needs to be given during the process to finding the right number of individuals for the different skill development opportunities the organizations offers. It seems likely that the best approach to selection for a competency-based organization will include a realistic job preview, as well as assessments of whether individuals are capable of learning the types of skills that are needed by the organization.



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La Commissione

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