

ABSTRACTS OF THE LECTURES

Erasmus BIP Summer School 2022 - Decision-Making Analysis – Udine (05-27-09.2022 – online 05.09-20.09, in presence 21.09-27.09)

ONLINE TEACHING PROGRAMME (From 05.09.2022 to 20.09.2022)

Gian Luca Gardini (UniUd) Decision-making analysis: Leaders, managers, decision-makers

This lecture discusses the key characteristics of decision-makers and makes a difference between leadership and management at the decisional level. Several important factors that makes a decision-maker fit for the job will be discussed in depth.

Gian Luca Gardini (UniUd) Decision-making processes in international organizations

Session I: The UN. This lectures analyses decision-making procedures at the United Nations. In particular, it discusses when and how the UN decides to intervene with international peacekeeping missions (blue helmets) and/or to authorise the use of force to resolve international crises.

Session II: WB, IMF, WTO, OECD. In this lectures we study the decision-making procedures at key international organizations such as the World Bank, the International Monetary Fund and the World Trade Organization. We will discuss limits and possibilities analysing the stakeholders involved and their roles.

Mario Robiony (UniUd) How and why Italy joined the Euro

In the second half of the Nineties, Italy successfully completed its path to become part, from the very beginning, of the group of countries which adhered to the Euro. It was neither a simple nor a predictable path, the main points of which we will analyze, paying particular attention to the decision-making process that involved the highest levels of national and European institutions.

Daniele Morandi (UniUd) “Decision-Making in Archaeology. Making choices and Solving Problems in the Post-Conflict Context of the Kurdistan Region of Iraq”

The Kurdistan Region of Iraq is home to some of the most important archaeological sites in the world. Protecting, managing and exploring this heritage is the work of the Directorate of Antiquities of Kurdistan in cooperation with a number of Iraqi and foreign research projects. Decades of political instability, military and civil strife and economic and humanitarian crisis have held back the exploration of this heritage. The last decade, however, has seen a resurgence of archaeological activity in Kurdistan to the extent that it has become one of the most important regions of near eastern archaeological research. The talk presents the scientific and cultural setting of one of these endeavours, the “Land of Nineveh Archaeological Project” conducted by the University of Udine in the Kurdistan Region of Iraq since 2012. The lecture focuses on the many challenges posed to the decision-making processes enacted by foreign archaeological expeditions by the post-conflict context characterising northern Iraq and the interaction with the multicultural society inhabiting the region and perceiving its impressive cultural heritage according to different cultural and political agendas.

Donata Levi (UniUd) Actors and their decision-making perspective in the dispute over the artworks by Tiepolo and Veneziano

After WW1 some artworks previously located in Istria and Trieste found themselves in the 'wrong' place at the 'wrong' time. About 200 drawings by Giambattista Tiepolo, owned by the Town Museum of Trieste, had been deposited for preservation in Ljubljana during the war, while a polyptych by Paolo Veneziano from the Isle of Krk (since 1919 Kingdom of Yugoslavia), transferred to Vienna to be restored before the war, was mistakenly restituted to Italy. These artworks then became hostages to a political and diplomatic dispute which lasted until WW2, when, through different (but equally unpeaceful) procedures, they were returned to their rightful owners. The role of the many actors (both local and national authorities, as well as art historians, museum directors and journalists) involved in the long dispute will be examined in order to highlight their influence on the decision-making procedures.

Fabio Miani (UniUd) Materials Criticality: decision-making choices in the case of the Steel X Future Initiative

Recent turmoils in world equilibria have proved challenging for the whole global materials supply chain. Some commodity materials have experienced unexpected variations which were quoted "How the Global Nickel Market Changed in 18 Minutes" by Bloomberg. These have caused repeated disruption closure/suspension of the London Metal Exchange (LME) during March 2022. A case simulation will be conducted to study and assess decision-making processes in the field of Innovation Fund Small Scale Proposals.

Sandra Zapata (FAU) Decision-making in Foreign Policy: the political alignment of Latin-American countries to the USA and China

Foreign policy is a complex discipline wherein various actors make decisions contributing to political outcomes. Foreign policy is shaped by multiple internal and external elements, which make it a very interdisciplinary subject. This lecture analyses factors such as ideology, power distribution, commercial interdependence or democracy in shaping the foreign policy of Latin American countries in an epoch characterised by USA-China competition.

Beatriz Larraín (UConcepción) Decision-making in national and international courts

Courts have become major policy and political players. Any important issue occurring in the world today will most likely end up before a court of law. Therefore, understanding the decision making process judges use to decide matters submitted to them is fundamental in understanding why judicial decisions have the importance they do today. We will revise both theory and practice in both national and international courts.

IN-PRESENCE TEACHING PROGRAMME (from 21.09.2022 to 27.09.2022)

GL Gardini (UniUd): Decision-making in situations of potential armed conflict

Session I: What factors and circumstances should decision-makers take into account when deciding about possible situations of armed conflict? This lecture explores several theoretical models suitable for application to international relations scenarios. It discusses issues of procedures, timing, resources, actors involved and context. It uses examples from a variety of regions and epochs.

Session II: Case study: The Cuban missile crisis. In this by now classic case study of political decision-making analysis, we will use video materials to understand how decisions were made by the Kennedy administration during the 1962 Cuban missile crisis. Some aspects are very relevant to the Russia's war in Ukraine and the danger of escalation. Decision makers have to be pragmatic: practical consequences are more important than principles.

Ana Bojinovic Fenko (LJ): Two-level game: assuring one's interest in international decision-making

Session I: Based on Putnam's (1988) concept of how domestic politics influences negotiations performance in international decision-making, this lecture will offer definitions of concepts: domestic-international negotiation settings, 2-level game, package deal and win set.

Session II: As a practical continuation of the lecture, the seminar will apply above concepts to the context of Council of the EU and teach students 3 goals. 1. How to prepare a position of a state in domestic setting; 2. How to effectively assure that position in diplomatic negotiations within an international setting; and 3. How to effectively ratify the international agreement in domestic setting.

Jure Pozgan (LJ): Decision-making and the EU external action in limbo

Session I: EU's external action in limbo: between intergovernmentalism and supranationalism. This lecture will address the two different modes of governance in the EU's external action – intergovernmental cooperation and supranational integration. By using three interrelated concepts – sovereignty, intergovernmentalism and supranationalism – the aim of the lecture is to show how pooling (or not) sovereignty in selected EU's external action policies: (1) affects its policy-making process, (2) its capacity to act, and (3) its international role.

Session II: EU's external action in limbo: a case study of the migration crisis. The lecture/seminar will apply the above concepts to the case of the 2015 migration crisis. It will try to show how complex and unclear institutional policy design leads to sub-optimal policy results (decision-making) and negatively affects EU's international role as a normative actor.

Danijel Crncec (LJ): Proper in speech, careful in acts: Slovenia's decision-making on climate-related policies

Session I: Proper in speech, careful in acts: Slovenia's challenging transition to climate neutrality (renewable energy deployment). The lecture will examine the functioning of the decision-making processes in the EU and the member states. In particular, it will focus on the case of Slovenia by examining the factors responsible for Slovenia's (in)action in the required green transition. The first lecture will analyse the country's experience in one of areas, key for achieving medium- and long-term goals of the European Green Deal: the deployment of renewable energy. While the slow progress and lack of ambition can be attributed to domestic political interests, the case of renewables highlights the role of conflicting normative goals.

Session II: Proper in speech, careful in acts: Slovenia's challenging transition to climate neutrality (coal phase-out). The lecture will examine the functioning of the decision-making processes in the EU and the member states. In particular, it will focus on the case of Slovenia by examining the factors responsible for Slovenia's (in)action in the required green transition. The lecture will analyse the country's experience in one of areas, key for achieving medium- and long-term goals of the European Green Deal: the phase-out of coal. While the slow progress and lack of ambition can be attributed to domestic political interests, the case of the coal phase-out points to socioeconomic and institutional constraints.

Laura Kirste (FAU): Decision-making in a business context with a view to a moral conduct

Session I: European firms' responses to institutional pressures: An international business ethics perspective. European firms are frequently confronted with moral dilemmas when doing business abroad. How can firms navigate these situations? How do firms make decisions when confronted with morally dubious practices? This lecture tackles these questions using case studies and real-life examples.

Session II: Corporate morality and its effect business decisions: Examples from the European Union. Many European firms have adopted codes of conduct or similar measures to enhance the transparency and legitimacy of their operations. How do firms in the European Union determine their corporate morality and how does it affect their business operations? This lecture highlights the role of morality in European business and illustrates the processes with in-depth cases.

York Rösler (FAU): Decision-making and management of work with Kanban

In these five sessions we will discover what is an agile approach to work in general and Kanban specifically. You will learn how to make decisions on what to work on and in which order and priority. We will explore decision-making processes within groups and meetings as a place where decisions are made. You will learn what Kanban is, how work is organized with Kanban, how visualization and limiting work in progress fosters good decisions and how decision-making can be done without hierarchies by self-organization of a team. At the end of this module you can obtain the certification as Team Kanban Practitioner (optional).

1. Introduction to Agile and Kanban
2. Kanban Simulation and debriefing
3. Kanban Practices, Cadences and decision-making
4. Priorization and Risk Management in Kanban: Classes of Service
5. Designing your own Kanban Board: Decision-making using a visual tool