

TERNA DOMANDE n. 1

- 1) Criteri di aggiudicazione di un appalto.
- 2) La revoca del provvedimento amministrativo.
- 3) Monitoring of public procurement is a continuous process of ensuring that: a procurement system in use in the country is properly implemented to meet the intended objectives; obstacles towards achieving intended objectives are identified and mitigated; and feedback is provided to all those involved in the system for further improvement.

TERNA DOMANDE n. 2

- 1) Suddivisione in lotti: qual è il principio generale, quando e cosa occorre motivare nel bando di gara o nella lettera d'invito.
- 2) Il silenzio "amministrativo": inquadramento e ipotesi di utilizzo.
- 3) Public procurement is an important function of any government. The magnitude of procurement outlays has a great impact on the economy and needs to be well managed. It has been estimated that financial activities of government procurement in all countries in the world are of the order of 10% – 30 % of Gross National Product (GNP)

TERNA DOMANDE n. 3

- 1) Quali sono le situazioni che consentono la modifica di un contratto?
- 2) I principi dell'azione amministrativa.
- 3) In the context of this paper, procurement is defined as the activity of assessing, buying and receiving goods, works and services. It is Public whenever this process is performed by public organisations or whenever it is performed on their behalf or again funded by public organisations.

TERNA DOMANDE n. 4

- 1) Principali strumenti di acquisto e negoziazione messi a disposizione da Consip evidenziandone le peculiarità e differenze.
- 2) La discrezionalità nell'operato della Pubblica amministrazione.

- 3) The process of procuring starts with the definition of what is to be procured (goods, services and/or works, quality), then is followed by how it should be procured, then proceeds to perform the act of procuring that is finalised by a contract or an order, followed by a delivery and the subsequent payment of the supplier.

TERNA DOMANDE n. 5

- 1) Anomalia dell'offerta e azioni della stazione appaltante.
- 2) La responsabilità del funzionario pubblico.
- 3) Virtually all businesses, both public and private, rely on procurement of numerous goods and services, ranging from such routine jobs as food and custodial services to complex job of building high-tech fighter jets and high-speed train systems.

TERNA DOMANDE n. 6

- 1) Quali considerazioni vanno fatte rispetto all'opportunità o meno di suddividere un appalto in lotti?
- 2) Il potere di autotutela: inquadramento e ipotesi di esercizio.
- 3) E-procurement gains its popularity through people's trends of using the internet. Transparency factor of e-procurements is expected to reduce corruption in government projects, as an effort to achieve good corporate governance.

TERNA DOMANDE n. 7

- 1) Specifiche tecniche di un prodotto o di un servizio ai fini della predisposizione dei documenti di gara, nel rispetto della par condicio degli operatori economici.
- 2) L'accesso documentale.
- 3) Buyers or purchasing professionals are responsible for researching, evaluating and buying products for companies to either resell to customers or use in their everyday operations. If you want to make decisions on what products an organisation sells or uses, then this might be the right role for you.

TERNA DOMANDE n. 8

- 1) Cosa prevede il principio di rotazione e quali sono le possibilità di deroga?
- 2) L'accesso civico semplice.
- 3) Procurement teams of today are leaving the reactive mode behind and propose ideas to improve internal operations. The traditional approach of "sit and wait" for a cut cost plan has been replaced by a proactive consulting role.

TERNA DOMANDE n. 9

- 1) Dall'aggiudicazione al contratto: fasi, termini, eventuali "ostacoli".
- 2) L'accesso civico generalizzato (c.d. FOIA).
- 3) Procurement is not just about purchasing goods and services. At its heart, the role of a procurement professional is about making sure operations continue as smoothly as possible all year round. This means establishing requirements, researching the market and evaluating vendors, as well as negotiating contracts and managing risk.

TERNA DOMANDE n. 10

- 1) I Criteri di Sostenibilità negli Appalti (CAM) e in che modo le SA ne tengono conto?
- 2) Atti amministrativi: elementi essenziali.
- 3) Procurement often helps internal customers (budget owners) to understand a need better, identify the best goods and services for that need, and undertake cost/benefit analyses for different solutions. When there are more factors to consider than price alone, Procurement uses weighted criteria to evaluate the best offer.

TERNA DOMANDE n. 11

- 1) Come si calcola il valore di un appalto nel caso di concessione e quali elementi concorrono alla sua determinazione?
- 2) I provvedimenti amministrativi.

- 3) An effective procurement strategy can do many things. For instance, it can save a company money by negotiating favourable terms and pricing. It can also ensure supplier quality, efficiency, and timeliness.

TERNA DOMANDE n. 12

- 1) Il soccorso istruttorio.
- 2) La cessione del credito.
- 3) Enacting the best procurement procedures will ensure that the buyer (i.e. the company) is acquiring goods and services at the best possible price at all times. In addition, procurement is linked to several core business functions within an organization. Therefore, it should always be considered a critical part of any organization's corporate strategy.

TERNA DOMANDE n. 13

- 1) Cosa prevede la programmazione negli appalti di forniture e servizi?
- 2) La responsabilità contrattuale: inquadramento ed effetti.
- 3) A significant proportion of the overall demand for goods and services is attributed to public procurement, which can be defined as "the acquisition of goods and services by government or public sector organizations".

TERNA DOMANDE n. 14

- 1) Quali elementi essenziali deve contenere una determina a contrarre anche in forma semplificata?
- 2) Dolo, colpa e colpa grave: inquadramento e ricadute in termini di responsabilità del funzionario pubblico.
- 3) Constrained by fixed budgets, uncertain demand, high public expectations, and performance targets, public organizations face the need to manage limited resources strategically and effectively. Public procurement is seen as a strategic instrument for many public policy initiatives.

TERNA DOMANDE n. 15

- 1) Le principali funzioni del Responsabile unico del procedimento.
- 2) Il conflitto di interessi.
- 3) In December 2020, the Cabinet Office set out proposals for shaping the future of public procurement legislation with the publication of a Green Paper, Transforming Public Procurement. The overarching goals of these proposals are to speed up and simplify our procurement processes.

TERNA DOMANDE n. 16

- 1) Descrivere le modalità con cui una stazione appaltante, nell'ambito di un appalto di servizi o forniture, procede ad accertare che l'oggetto del contratto sia stato realizzato ed eseguito nel rispetto delle previsioni e delle pattuizioni contrattuali.
- 2) Nullità del negozio giuridico.
- 3) By improving the way public procurement is regulated, the Government can not only save the taxpayer money but spread opportunity, improve public services, empower communities and restore local pride across every region of the country. A procurement regime that is simple, flexible and takes greater account of social value can play a big role in contributing to the Government's levelling-up goals.

TERNA DOMANDE n. 17

- 1) Come si calcola il valore di un appalto e di cosa deve tener conto?
- 2) I vizi dell'atto amministrativo.
- 3) Following the UK's exit from the EU, we now have an opportunity to develop and implement a new procurement regime, moving away from the complex EU rules-based approach that was designed first and foremost to facilitate the single market and instead adopt a new simplified approach that prioritises boosting growth and productivity in the UK, maximising value for money and social value, promoting efficiency, innovation and transparency.

TERNA DOMANDE n. 18

- 1) Cosa prevede la programmazione negli appalti di lavori?
- 2) Il responsabile del procedimento amministrativo: attribuzioni ai sensi della L.241/90.
- 3) A wealth of worthwhile benefits can be gained through adopting an effective buying approach. By making just small changes in our approach to buying, we can expect to see significant value and benefits as a direct result.

TERNA DOMANDE n. 19

- 1) Come può avviare un operatore economico non in possesso di taluni requisiti previsti per la partecipazione alla gara?
- 2) Partecipazione al procedimento amministrativo: soggetti e modalità.
- 3) You might ask why you should do anything differently at all when individuals and organizations already manage to buy well without any kind of intervention. But to truly appreciate why we should consider a new buying approach, we must first recognize the size of the prize that can be obtained.

TERNA DOMANDE n. 20

- 1) In cosa consiste il subappalto e con quali modalità procede un operatore che intende avvalersene?
- 2) Il diritto di accesso disciplinato dalla legge 241/90: inquadramento e ambiti di esclusione
- 3) For an organization, a dramatic increase in profit, greater competitive advantage and higher brand value can be achieved through a modernized and more strategic approach to buying. To realize these benefits, though, it is imperative that an organization fully instills this modern best practice procurement approach; it is not enough to simply buy or negotiate a little better, it must be strategically embedded across the entire organization.

TERNA DOMANDE n. 21

- 1) Procedure di individuazione del contraente e strumenti messi a disposizione dal MePA.
- 2) Limiti al diritto di accesso.

- 3) Electronic procurement has the potential to make public contracting more accessible, more secure and more efficient, thereby enhancing the implementation of priority development programs. It relies on secure web-based platforms to communicate with bidders in a paper-less environment, free from inconveniences, delays and physical insecurities.

TERNA DOMANDE n. 22

- 1) I requisiti di idoneità professionale e di capacità economico finanziaria per la partecipazione degli operatori economici alle procedure di appalto.
- 2) Nullità dell'atto amministrativo.
- 3) Procurement plays a very critical role in ensuring that goods and services reach the end users in timely, utmost quality and at the right cost. This is key and takes place in every organization government or non-government. It is therefore true that the cost of an organization is directly linked to procurement practices adopted.

TERNA DOMANDE n. 23

- 1) In cosa consiste un sistema dinamico di acquisizione e quali procedure prevede?
- 2) Annullabilità dell'atto amministrativo.
- 3) The issue of procurement has shifted from whether we employ best practice in procurement because the legislations exists for that purpose, to how to arrive at and maintain a sustainable level of resource consumption. The issue of sustainability then brings about the element of centralized procurement whose advantages are massive if well implemented.

TERNA DOMANDE n. 24

- 1) Aumenti o diminuzioni delle prestazioni contrattuali, in corso di esecuzione, fino alla concorrenza di un quinto dell'importo del contratto.
- 2) Annullamento d'ufficio del provvedimento amministrativo.
- 3) A broad range of multidisciplinary courses - Padua offers a broad and comprehensive portfolio of programs; interconnections among the different disciplines generate a vibrant and stimulating learning environment. One of Europe's oldest and most

renowned universities - It was founded in 1222 by students and lecturers in a bid to spread freedom of thought within study and teaching.

TERNA DOMANDE n. 25

- 1) Collaudo e verifica di conformità: finalità, differenze, quando è possibile sostituirli con il certificato di regolare esecuzione.
- 2) La ratifica.
- 3) The University of Padua is a TOP 250 university in the world. It is also recognised as the best university in Italy for teaching quality (based on the 2018 evaluation of ANVUR, the Agency of the Italian Ministry of University and Research in charge of assessing university performance). It provides a solid academic background and excellent training, ensuring that graduates can brilliantly succeed in their professions.

TERNA DOMANDE n. 26

- 1) Principali modifiche introdotte dal Decreto Semplificazioni alle procedure di gara.
- 2) I termini nel procedimento amministrativo.
- 3) A leading international university for research - the University of Padua is one of the most cited universities in the world. Academic staff develop ground-breaking research tackling global challenges and supporting the advancement of knowledge, science and society. The University is recognised as the best university in Italy for research quality.

TERNA DOMANDE n. 27

- 1) L'avvalimento.
- 2) Modalità di esercizio del diritto di accesso.
- 3) A large and vibrant international community of staff, students and alumni support the development of the University's missions at global level. The University participates in leading international networks, and its research and teaching projects involve lecturers from all over the world. Students can benefit from internationalized curricula and numerous study abroad opportunities.

TERNA DOMANDE n. 28

- 1) Commissione giudicatrice.
- 2) La funzione dell'ufficiale rogante.
- 3) 90% of students are highly satisfied with their academic career and student experience at the University of Padua. Financial incentives - Padua's fees are extremely competitive when compared with those of other top-ranking universities. Strategic position - Efficient air, rail and road transportation links with the main cities in Italy and abroad international cities.

TERNA DOMANDE n. 29

- 1) Garanzia provvisoria e definitiva.
- 2) Il contratto di locazione.
- 3) The University of Padua is a world-leading research-intensive university that has been driving global change since its foundation in 1222. Loyal to its motto *Universa Universis Patavina Libertas* (Paduan freedom is universal for everyone), it has always been a bastion of free thought, study and research. During eight centuries, students, researchers and alumni have provided key contributions to the advancement of knowledge, science and society.

TERNA DOMANDE n. 30

- 1) Efficacia del decreto di aggiudicazione.
- 2) La capacità di diritto privato della PA: inquadramento e possibili ambiti.
- 3) The University of Padua is today a multidisciplinary institution with 8 Schools and 32 Departments offering a broad and comprehensive portfolio of programs, ranging from Engineering to Business and Political Sciences, from Medicine to Humanities, from Psychology to Agriculture, from Law to Science. Students benefit from world-class educational institution and enjoy an exciting student life in Padua, where they build long-lasting relationships and grow personally, academically and professionally.

TERNA DOMANDE n. 31

- 1) Il partenariato pubblico privato.

- 2) Il principio di collaborazione nell'ambito dell'operato della pubblica amministrazione.
- 3) Graduates are global citizens that succeed in all professional fields and bring their expertise and dedication to excellence into the world. A degree from the University of Padua is recognised as a prestigious achievement in the labour market worldwide. The University is also the scientific and cultural heart of Italy's industrious North-East, providing highly specialized training for the area's 5-million-plus residents and its 400,000-plus companies.

TERNA DOMANDE n. 32

- 1) Stipula del contratto e tempistiche.
- 2) La digitalizzazione del procedimento amministrativo.
- 3) Satisfied people do their work because they feel that they are in charge. Their workday offers them a measure of autonomy and discretion. And they use that autonomy and discretion to achieve a level of mastery or expertise. They learn new things, developing both as workers and as people.

TERNA DOMANDE n. 33

- 1) Il DGUE.
- 2) Il decreto semplificazione e la legge 241/90: principali ambiti di modifica.
- 3) These people are satisfied with their work because they find what they do meaningful. Potentially, their work makes a difference to the world. It makes other people's lives better. And it may even make other people's lives better in ways that are significant. Of course, few occupations have all these features, and none, I suspect, have all these features all the time.

TERNA DOMANDE n. 34

- 1) Cause di esclusione di un operatore economico.
- 2) Che cos'è la fideiussione e quali sono possibili utilizzi nel rapporto con una PA.
- 3) Confronted with evidence that so few people in the world get satisfaction from their work, we need to ask why. Two ready explanations come to mind. First, many of us believe that only certain kinds of jobs permit people to find meaning, engagement, discretion, and autonomy, and opportunities to learn and grow.

TERNA DOMANDE n. 35

- 1) Livelli di progettazione per gli appalti di lavori, servizi e forniture.
- 2) Gli elementi essenziali del contratto.
- 3) When people find engagement and meaning in the work they do, it makes them happy to go to work, and when people are happy, they work better and they work smarter. Much of Fredrickson's work is summarized in her book *Positivity*, and her central insight is that when people are in states of positive emotion, they think expansively and creatively.

TERNA DOMANDE n. 36

- 1) Incentivi per le funzioni tecniche nel Codice degli Appalti.
- 2) La responsabilità extracontrattuale.
- 3) A process is a set of steps or actions that need to be taken to achieve a specific purpose or goal. While it sounds relatively straightforward, it's often something I see neglected. A good process should consider your larger business goals, technology ecosystem and all existing processes.

TERNA DOMANDE n. 37

- 1) Consultazioni preliminari di mercato.
- 2) Il danno nell'ordinamento giuridico.
- 3) In less than a decade, e-procurement has traversed the journey of being ridiculed to being praised as a source of competitive advantage for high performing enterprises. Best-in-Class enterprises demonstrate that automation and integration with other systems has transformed procurement into an information hub supporting decision making and business planning, while also driving significant improvements in transaction processing, contract compliance, and financial reporting.

TERNA DOMANDE n. 38

- 1) L'accesso agli atti nel codice degli appalti.
- 2) Differenze tra prescrizione e decadenza.
- 3) Gone are the days when procurement was just a transactional center for processing requisitions and placing orders. The transformation of procurement has shifted this

one-time back office function from a tactical function to an integrally strategic business operation that bolsters the bottom-line of an enterprise by delivering operational efficiencies and cost savings.

TERNA DOMANDE n. 39

- 1) Decreto semplificazioni: termini da rispettare.
- 2) Interessati e controinteressati nell'ambito del procedimento amministrativo.
- 3) Additionally, as procurement interacts with various departments of an enterprise, including accounts payable, finance, and budgets, and requires significant change management across all business units, successful e-procurement solution deployment requires a centralized purchasing department that is championed by top-level executives.

TERNA DOMANDE n. 40

- 1) Violazioni rispetto agli obblighi relativi al pagamento delle imposte e tasse o dei contributi previdenziali, da parte dell'operatore economico: casi e conseguenze.
- 2) Comunicazione dei motivi ostativi all'accoglimento dell'istanza. Definizione ed esempi di applicazione.
- 3) This study focuses on the main problems of the design and implementation of e-procurement in Italian Universities. We look at the main features of e-procurement in a university environment, through an analysis of various documents and reports, together with interviews with some of the key actors involved. The most important aspects of its adoption and the consequences for process management and organization itself are highlighted.

TERNA DOMANDE n. 41

- 1) Cosa si intende per soft law e quale ruolo ha avuto negli anni in ambito appalti?
- 2) Conferenza di servizi: tipologie, chi può indirle e in cosa consistono.
- 3) In 2000, the Italian Government launched a plan for reengineering the procurement process within the Public Sector. Initially this project was designed for Central Administration, though it was clearly going to be extended to other public structures such as the Public Health Service, Local Administration, schools and so on.

TERNA DOMANDE n. 42

- 1) Iter della procedura ristretta.
- 2) Accordi fra pubbliche amministrazioni, tra L. 241/90 e Codice degli appalti.
- 3) Rather, productivity is about making certain choices in certain ways. The way we choose to see ourselves and frame daily decisions; the stories we tell ourselves, and the easy goals we ignore; the sense of community we build among teammates; the creative cultures we establish as leaders: These are the things that separate the merely busy from the genuinely productive

TERNA DOMANDE n. 43

- 1) La clausola sociale.
- 2) Efficacia ed esecutività del provvedimento amministrativo.
- 3) An idea is anything that can change how people see the world. If you can conjure up a compelling idea in people's minds, you have done something wondrous. You have given them a gift of incalculable value. In a very real sense, a little piece of you has become part of them.

TERNA DOMANDE n. 44

- 1) Il subappalto.
- 2) Chi ha facoltà di intervenire nel procedimento amministrativo?
- 3) Every knowledge worker in modern organization is an "executive" if, by virtue of his position or knowledge, he is responsible for a contribution that materially affects the capacity of the organization to perform and to obtain results, and he is supposed, by virtue of his knowledge, to be better equipped to make the right decision than anyone else.

TERNA DOMANDE n. 45

- 1) Recesso dal contratto pubblico.
- 2) In cosa consiste la comunicazione di avvio del procedimento e quali contenuti deve avere?

3) Productivity, put simply, is the name we give our attempts to figure out the best uses of our energy, intellect, and time as we try to seize the most meaningful rewards with the least wasted effort. It's a process of learning how to succeed with less stress and struggle. It's about getting things done without sacrificing everything we care about along the way.

TERNA DOMANDE n. 46

- 1) La risoluzione del contratto.
- 2) Quali sono i casi in cui è escluso il diritto di accesso ai documenti della pubblica amministrazione?
- 3) The EU directives on public procurement, whose core principles are transparency, open competition, and sound procedural management, cover tenders that are expected to be worth more than a given threshold. They are designed to achieve a procurement market that is competitive, open, and well regulated – essential to put public funds to good use.