Syllabus
Course description

Course title	People Management
Course code	25571
Scientific sector	SECS-P/10
Degree	Entrepreneurship and Innovation
Semester and academic year	1st semester – a.y. 2023/2024
Year	2nd study year
Credits	6
Modular	No

Total lecturing hours	36
Total lab hours	/
Total exercise hours	/
Attendance	suggested, but not required; clear rules apply
Prerequisites	not needed
Course page	https://www.unibz.it/en/faculties/economics-management/master-entrepreneurship-innovation/course-offering-from-2021/?academicYear=2023

Specific educational objectives	The course refers to the typical educational activities chosen by the student and belongs to the scientific area of Business Administration and Organization. The overall goal of the course is to enable participants to become an effective organizational member in both leader and team member roles. Specific objectives of the course include: 1. Understanding the relevance of people (human resources) for organizations and the key concepts of human behavior in organizations. 2. Appreciating how the human side of management is an essential complement to the technical skills participants are learning in other EIM courses. 3. Learning concepts and approaches that will enable participants to analyze HR- and organizational problems and to develop appropriate solutions. 4. Developing the knowledge and skills participants need to be a successful manager of themselves and others.

Lecturer	Michael Nippa Office E 305 michael.nippa@unibz.it, +39 0471 013181 http://www.unibz.it/en/economics/people/StaffDetails.html?personid=35249&hstf=35249
Scientific sector of the lecturer	SECS-P/08

Teaching language	English
Office hours	18 hours; consultations are always possible based on a decent e-mail request
Lecturing assistant	/
Teaching assistant	/
Office hours	/
List of topics covered	The focus of this course will be to study the behavior, attitudes, and performance of people in formal organizations with a special focus on innovation and entrepreneurship.

Participants will study issues and topics that require the knowledge of behavioral science concepts and organizational theory to understand, predict and influence human behavior in order to improve individual, team and organizational effectiveness.

To understand the varied dimensions of organizational behavior and organizational effectiveness, fundamentals, actions, and interactions of individuals, groups / teams and organizational systems are emphasized.

While the levels of analysis stress predominantly the individual level (e.g., impact of values, perception), and the group level (e.g., groups and teams, team composition, communication, conflict) references to the organizational and institutional level are given. |
| Teaching format | The course combines three didactic approaches:

- basic knowledge about basic knowledge is conveyed via frontal teaching based on a supportive script and textbooks,
- the newly acquired knowledge is discussed, reflected and deepened in oral discussions and readings, and
- applied in one individual and team assignment. |

| Learning outcomes | *Knowledge and understanding*: Participants are provided with the fundamentals of organizational behavior and human resource management. Related readings of seminal works and their in-class discussion support the understanding of newly acquired knowledge.

Applying knowledge and understanding: Participants will be enabled to put the knowledge of organizational behavior and the management of people into practice. The individual assignment fosters the transfer of theoretical concepts to individual contexts.

Making judgments: Participants will be guided and encouraged to translate the newly acquired knowledge about generic concepts to real life situations as well as |
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critically challenge common wisdom about managing people in organizations, both technically and ethically.

Communication skills: Through presenting their term assignments participants will be trained to articulate and defend their arguments in front of critical audiences. In-class discussions, if actively used, will train these skills additionally.

Learning skills: Critical in-class discussions, comprehending and adequately summarizing and communicating reading assignments and term assignments help to improve individual learning skills.

Assessment	The assessment of the individual performance is based on two exclusive alternatives that must be irrevocably chosen after a pre-announced lecture (most likely the second or third lecture) or earlier:
	Alternative A (attending students):
	Class attendance must be at least 80% and there is no exemption from lectures dedicated to the presentation of term assignments (probably mid of January 2024).
	Class participation and individual summary of mandatory readings (30% of total grade): A well-structured page summarizing in an individual way the content of one mandatory reading per lecture (approx. 9-10 summary papers) of not more than 1 text page (approx. 500 words) without any copy-paste or screenshot elements and participation in in-class discussions about these readings and knowledge presented.
	Individual term assignment (40% of total grade): Students are expected to transfer a concept or theory that they learn about during the lecture to an own problem, event, or experience. This includes the timely elaboration of a well-structured document of not more than 2 text pages (approx. 1,000 words) -50%- and a max. 5 minutes presentation (no ppt. etc) in class -50%-.
	Group term assignment (30% of total grade): Students are assigned to groups which will receive a clearly defined task such as conducting a thematic literature review or assessing the transferability / applicability of general OB concepts on the EIM context. Expected output are a well-structured paper of not more than 10 text pages (approx. 5,000 words) -70%- and an approx. 15 minutes presentation in class -30%-.
	NOTE: Term assignments are valid for the academic year 2023/2024 and cannot be carried over beyond that time-frame.

	Alternative B (non-attending students): Class attendance and assignments not required – final *written exam* of 90 Minutes (100%) based on the textbooks and required readings of several scientific articles/studies (see OLE)
Assessment language	English
Evaluation criteria and criteria for awarding marks	The following evaluation criteria are essential for the assessment: ▪ Correctness and reliability of statements ▪ Structure and clarity of statements ▪ Logic and coherence of statements ▪ Quality and extent of the research as a basis for ▪ statements ▪ Integration and interconnectedness of newly acquired content ▪ Activity and proactivity regarding individual contributions ▪ Evidence-based choice and application of newly acquired content ▪ Quality, applicability and innovativeness of outputs and hand-ins ▪ Compliance with formal and ethical rules and standards regarding written and verbal documents, statements and other outputs including meeting deadlines and matching given requirements (e.g., volume) ▪ Empathy and supportive engagement within regard to the learning process and beyond.

Required readings	Robbins, S. P. & Judge, T. A.: Organizational Behavior, 19th ed., Pearson or Global Edition. ISBN 978-1292259239 Gary Yukl, G.: Leadership in Organizations, 9th ed., Pearson or Global Edition; ISBN 978-8131756164 Mandatory readings (provided on an ongoing basis at OLE)
Supplementary readings	Teaching slides (script), reading assignments, case studies and course information will be made available for downloads from OLE