

## Syllabus

### Course description

<b>Course title</b>	People Management
<b>Course code</b>	25571
<b>Scientific sector</b>	ECON-08/A (former SECS-P/10)
<b>Degree</b>	Entrepreneurship and Innovation
<b>Semester and academic year</b>	1st semester – a.y. 2025/2026
<b>Year</b>	2nd study year
<b>Credits</b>	6
<b>Modular</b>	No

<b>Total lecturing hours</b>	36
<b>Total lab hours</b>	-
<b>Total exercise hours</b>	-
<b>Attendance</b>	suggested, but not required; clear rules apply
<b>Prerequisites</b>	not needed
<b>Course page</b>	<a href="#">Course Offering - Enrolled before 2025 / Free University of Bozen-Bolzano</a>

<b>Specific educational objectives</b>	<p>The course refers to the typical educational activities chosen by the student and belongs to the scientific area of Business Administration and Organization.</p> <p>The overall goal of the course is to enable participants to become an effective organizational member in both leader and team member roles.</p> <p>Specific objectives of the course include:</p> <ol style="list-style-type: none"> <li>1. Understanding the relevance of people (human resources) for organizations and the key concepts of human behavior in organizations.</li> <li>2. Appreciating how the human side of management is an essential complement to the technical skills participants are learning in other EIM courses.</li> <li>3. Learning concepts and approaches that will enable participants to analyze HR- and organizational problems and to develop appropriate solutions.</li> <li>4. Developing the knowledge and skills participants need to be a successful manager of themselves and others.</li> </ol>
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<b>Lecturer</b>	Michael Nippa Office E 305 <a href="mailto:michael.nippa@unibz.it">michael.nippa@unibz.it</a> , +39 0471 013181 <a href="http://www.unibz.it/en/economics/people/StaffDetails.html?personid=35249&amp;hstf=35249">http://www.unibz.it/en/economics/people/StaffDetails.html?personid=35249&amp;hstf=35249</a>
<b>Scientific sector of the lecturer</b>	ECON-07/A (former SECS-P/08)
<b>Teaching language</b>	English

<b>Office hours</b>	18 hours; consultations are always possible based on a decent e-mail request
<b>Lecturing assistant</b>	-
<b>Teaching assistant</b>	-
<b>Office hours</b>	-
<b>List of topics covered</b>	<p>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.</p> <p>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.</p> <p>To understand the varied dimensions of organizational behavior and organizational effectiveness, fundamentals, actions, and interactions of individuals, groups / teams and organizational systems are emphasized.</p> <p>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.</p>
<b>Teaching format</b>	<p>The course combines three didactic approaches:</p> <ul style="list-style-type: none"> <li>▪ basic knowledge about basic knowledge is conveyed via frontal teaching based on a supportive script and textbooks,</li> <li>▪ the newly acquired knowledge is discussed, reflected and deepened in oral discussions and readings, and</li> <li>▪ applied in one individual and team assignment.</li> </ul>
<b>Learning outcomes</b>	<p><i>Knowledge and understanding:</i> 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.</p> <p><i>Applying knowledge and understanding:</i> 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.</p> <p><i>Making judgments:</i> Participants will be guided and encouraged to translate the newly acquired knowledge about generic concepts to real life situations as well as critically challenge common wisdom about managing people in organizations, both technically and ethically.</p>

	<p><i>Communication skills:</i> 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.</p> <p><i>Learning skills:</i> Critical in-class discussions, comprehending and adequately summarizing and communicating reading assignments and term assignments help to improve individual learning skills.</p>
<b>Assessment</b>	<p>The assessment of the individual performance is based on two exclusive alternatives that must be irrevocably chosen after the fourth lecture or earlier:</p> <p><u>Alternative A (attending students):</u></p> <p><i>Class attendance</i> must be at least 80% and there is no exemption from lectures dedicated to the presentation of term assignments (mid of January 2026).</p> <p><i>Class participation and individual summary of mandatory readings</i> (20% of total grade): A well-structured page summarizing in an individual way the content of one mandatory reading per lecture (approx. 4-5 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.</p> <p><i>Individual term assignment</i> (30% 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%-.</p> <p><i>Group term assignment</i> (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) -60%- and an approx. 15 minutes presentation in class -40%-</p> <p><i>Written exam</i> with options to choose from – 20 minutes (20% of total grade)</p> <p><i>NOTE: Term assignments are valid for the academic year 2025/2026 and cannot be carried over beyond that time-frame.</i></p>

	<p>Alternative B (non-attending students): Class attendance and assignments not required – final <i>written exam</i> of 80 Minutes (100%) –closed book– based on the script, textbook, and required readings (provided via OLE).</p>
<p><b>Assessment language</b></p>	English
<p><b>Evaluation criteria and criteria for awarding marks</b></p>	<p>The following evaluation criteria are essential for the assessment:</p> <ul style="list-style-type: none"> <li>▪ Correctness and reliability of statements</li> <li>▪ Structure and clarity of statements</li> <li>▪ Logic and coherence of statements</li> <li>▪ Quality and extent of the research as a basis for statements</li> <li>▪ Integration and interconnectedness of newly acquired content</li> <li>▪ Activity and proactivity regarding individual contributions</li> <li>▪ Evidence-based choice and application of newly acquired content</li> <li>▪ Quality, applicability and innovativeness of outputs and hand-ins</li> <li>▪ 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)</li> <li>▪ Empathy and supportive engagement within regard to the learning process and beyond.</li> </ul>
<p><b>Required readings</b></p>	<p>Robbins, S. P. &amp; Judge, T. A.: Organizational Behavior, 19<sup>th</sup> ed., Pearson or Global Edition. ISBN 978-1292259239</p> <p>Gary Yukl, G.: Leadership in Organizations, 9<sup>th</sup> ed., Pearson or Global Edition; ISBN 978-8131756164</p> <p>Mandatory readings</p>
<p><b>Supplementary readings</b></p>	<p>Teaching slides (script), reading assignments, supplementary readings, all of which will be made available for downloads from OLE in addition to course information.</p>