Syllabus

Descrizione corso

Titolo insegnamento	Gestione e organizzazione aziendale
Codice insegnamento	27044
Titolo aggiuntivo	
Settore Scientifico-Disciplinare	ECON-07/A
Lingua	Tedesco
Corso di Studio	Corso di laurea in Economia, Politica ed Etica
Altri Corsi di Studio (mutuati)	
Docenti	prof. dr. Thomas Maran, Thomas.Maran@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/44429
Assistente	
Semestre	Secondo semestre
Anno/i di corso	1
CFU	8
Ore didattica frontale	48
Ore di laboratorio	-
Ore di studio individuale	-
Ore di ricevimento previste	24
Sintesi contenuti	This course provides an overview of management as a social and organisational practice and examines its development, principles and current challenges in the light of political, economic and ethical issues. Rather than focussing exclusively on managerial efficiency, the course examines how management shapes institutions, power relations and social expectations - and vice versa. Management is understood both as a practical function and as an object of critical analysis. Topics covered include: Historical development of management thinking. Organisations and institutions. Decision-making under uncertainty and complexity. Authority, responsibility

	and leadership. Ethics and accountability in management. The role of management in the public and private sectors. Management and the common good.
Argomenti dell'insegnamento	Topic overview - Classification of business administration/management Introduction to the central functional areas - strategy, operations, marketing, finance, accounting, HR - and their interaction to create value. Focus on decision-making rights, processes and key figures as the connecting fabric. Where is your role in the value chain - and how do you align functions to a common goal? - Economic system: markets, goods, competition, value How markets coordinate scarcity via prices, competition shapes margins, companies create and skim off value. Demand, supply, externalities and network effects with management implications. Are you creating real value - or just shifting it? - Organisational theories: Tasks of firms, entrepreneurs and other organisational forms Fundamental perspectives - transaction costs, resource-based view, stakeholder and institutional theory - explain the existence and behaviour of organisations. Clarifies roles of firms, entrepreneurs and hybrid forms (e.g. platforms, co-operatives). Which theory explains your competitive advantage - and your blind spots? - Strategic management: environment, competition and strategy process Tools for PESTEL and industry analysis, competitor mapping, capability assessment (e.g. VRIO) and the end-to-end strategy cycle from diagnosis to implementation. Emphasising coherence between decisions, capabilities and control systems. Which few decisions change everything - and how do you make them effective? - Marketing principles and market-orientated management Segmentation, targeting, positioning and the use of the marketing mix to build defensible value propositions. Customer insights,

	experimentation and customer lifetime value as anchors of market orientation. Are you competing on features - or are you solving problems better than everyone else? - Organisational structures, company types and ownership A comparison of functional, divisional, matrix and network structures; linking legal forms and ownership with governance, incentives and agility. Focus: Structure as a strategy enabler. Does your structure accelerate decisions - or does it slow them down? - Leadership in organisations and people management Practical leadership styles and tactics: target agreement, feedback, motivation, performance discussions; decision-making and bias. Trust, responsibility and clarity as everyday tools of effective leadership. Do you manage tasks - or do you unleash people? - Visionary leadership, charisma and organisational change How leadership formulates direction, creates alignment and carries commitment through turning points. Change playbooks: Case for change, stakeholder mapping, communication rhythm, quick wins. How does vision become momentum - even after the first reality shock? - Innovation and creativity Generating, selecting and scaling ideas - portfolios, ambidexterity, minimum viable experiments. How restrictions, processes and culture transform creativity into results. Is your organisation built for exploration and exploitation? - Entrepreneurship, business ideas and new ventures From opportunity recognition, validation and business model design to financing. Risk reduction through evidence and disciplined iteration. What makes your idea fundable - and replicable? - Organisational culture Culture as shared assumptions, norms and symbols that shape

	behaviour and performance. Diagnostic tools and levers for effective, value-driven culture development. Does your culture reward the behaviours that your strategy needs? - Organisational life cycles Phases from start-up to scale-up, maturity, renewal or exit - and the respective demands on leadership and systems. Typical failure patterns and paths to renewal. Are you leading the organisation you have - or the phase you are entering?
Parole chiave	General Business Administration, Management Basics, Strategic Management, Innovation & Entrepreneurship, Corporate Functions, Marketing, Leadership
Prerequisiti	None
Insegnamenti propedeutici	None
Modalità di insegnamento	Front-of-class lectures; group discussions; short exercises with intermediate presentations
Obbligo di frequenza	Participation is explicitly recommended, but not mandatory.
Obiettivi formativi specifici e risultati di apprendimento attesi	ILO (Intended Learning Outcomes) ILO 1 Knowledge and understanding ILO 1.1 the ability to analyse human behaviour in organisations;" ILO 1.2 the ability to understand theories of organisational decision making;" ILO 2 Apply knowledge and understanding ILO 2.1 the ability to communicate fluently and spontaneously with native speakers on business topics; ILO 2.2 the ability to analyse corporate governance and merger and acquisition decisions; ILO 3 Making judgements ILO 3.1 acquire the necessary judgement and methodological tools to critically analyse data, sources, assumptions and implications of scientific practice and the political, ethical and legal contexts in which economic phenomena are situated and with which they

	interact ILO 4 Communication skills ILO 4.1 Proficiency in written and spoken Italian, German and English, including the translation of these languages. Intercultural competence. Conceptual conciseness, ability to grasp facts in writing, especially for scientific and science-based texts ILO 5 learning skills ILO 5.1 Fostering critical thinking and analytical skills to recognise complex problems in their long-term dynamics and in the diversity of their - also ethical - implications
Obiettivi formativi specifici e risultati di apprendimento attesi (ulteriori info.)	Expected learning outcomes - Knowledge and understanding Students master basic concepts of business administration - organisational structures, functional areas and strategic frameworks - as a sound basis for later management roles in the context of economic and political framework conditions. - Applying knowledge and understanding They are able to transfer central business administration principles to practical cases, evaluate competitive environments and derive basic strategic decisions - including the implications of their actions - and thus lead effectively in complex organisations. - Forming judgements You will develop the ability to critically assess business problems and strategy options, integrate economic and political perspectives and propose feasible solutions. - Communication skills You will communicate business content and strategic analyses clearly and concisely - both orally and in writing - and promote teamwork and constructive debate from different perspectives. - Learning competence Based on a solid foundation in business administration, they cultivate independent learning, remain adaptable to new practices and adapt to changing economic, political and ethical environments

	- as lifelong learning managers.
Modalità di esame	The achievement of the learning objectives is assessed through three outcome measures: - Written examination (70 %): Multiple-choice exam to assess level of knowledge and understanding (core terms, concepts) as well as initial application (case vignettes with selection alternatives). [ILO 1.1, ILO 1.2, ILO 2.2, ILO 3.1, ILO 5.1] - Short exercises with interim presentations (20 %): Application of content to case studies in selected course units. [ILO 2.1, ILO 3.1, ILO 4.1, ILO 5.1] - Collaboration (10 %): Assessment of oral and written contributions (e.g. team discussions). [ILO 2.1, ILO 3.1, ILO 4.1, ILO 5.1] For non-attending students, an in-depth examination of the entire course literature is required; performance is assessed via an extended written examination (multiple choice). [all ILOs assessed together]
Criteri di valutazione	Assessment criteria (examination): - Basic knowledge of key definitions and terms relating to important theories, concepts and methods of business administration - Application of basic methods, instruments and tools Assessment criteria (presentations): - Correctness and reliability of statements - Structure and clarity - Logic and coherence - Quality and scope of the research base - Integration and networking of what has been learnt - Activity and proactivity - Evidence-based selection and application of content
Bibliografia obbligatoria	(For non-attending students only) Selected chapters from: - Barney, J. B., & Hesterly, W. S. (2020). *Strategic Management and Competitive Advantage: Concepts and Cases.* Pearson

	- Maran, T. (2025). *Situativ führen. Zwischen direktiver und empowernder Führung den richtigen Führungsstil finden.* Springer. - Thommen, J. et al. (2023). *Allgemeine Betriebswirtschaftslehre Umfassende Einführung aus managementorientierter Sicht.* Springer-Gabler.
Bibliografia facoltativa	Selected chapters from: - Barney, J. B., & Hesterly, W. S. (2020). *Strategic Management and Competitive Advantage: Concepts and Cases.* Pearson - Kerin, R. A., Hartley, S. W., & Rudelius, W. (2011). *Marketing*. McGraw-Hill - Kotler, P., Armstrong, G., & Cunningham, M. H. (2018). *Principles of marketing*. Pearson. - Maran, T. (2025). *Situativ führen. Zwischen direktiver und empowernder Führung den richtigen Führungsstil finden.* Springer. - Rothaermel,, F, T. (2024). *Strategic Management* (6th ed.). New York: McGraw Hill. - Schreyögg, G. & Koch, J. (2020). *Management*: *Grundlagen der Unternehmensführung* (8th edition), Wiesbaden. - Thommen, J. et al. (2023). *Allgemeine Betriebswirtschaftslehre Umfassende Einführung aus managementorientierter Sicht.* Springer-Gabler.
Altre informazioni	
Obiettivi di Sviluppo Sostenibile (SDGs)	Istruzione di qualità, Utilizzo responsabile delle risorse, Innovazione e infrastrutture, Buona occupazione e crescita economica