

# **Syllabus**

# Course Description

| Course Title                     | Business Administration  |
|----------------------------------|--|
| Course Code                      | 27044  |
| Course Title Additional          |  |
| Scientific-Disciplinary Sector   | SECS-P/08  |
| Language                         | German   |
| Degree Course                    | Bachelor in Economics, Politics and Ethics   |
| Other Degree Courses<br>(Loaned) |  |
| Lecturers                        | Dr. Thomas Maran, Thomas.Maran@unibz.it https://www.unibz.it/en/faculties/economics- management/academic-staff/person/44429  |
| Teaching Assistant               |  |
| Semester                         | Second semester  |
| Course Year/s                    | 1  |
| СР                               | 8  |
| Teaching Hours                   | 48 (30 lecture hours Dr. Maran - 18 lecture hours tba)   |
| Lab Hours                        | -  |
| Individual Study Hours           | -  |
| Planned Office Hours             | 24 (15 office hours Dr. Maran - 9 office hours tba)  |
| Contents Summary                 | This course provides an overview of management as a social and organizational activity, examining its evolution, principles, and contemporary challenges through the lens of political, economic, and ethical inquiry. Rather than focusing solely on business performance, the course explores how management shapes and is shaped by institutions, power relations, and societal expectations. It considers management as both a practical function and a subject of critical analysis. Topics include: Historical development of management thought. Organizations and institutions. Decision-making under complexity. Authority, responsibility, and leadership. Ethics and accountability in management. The role of management |



|               | in public and private sectors. Management and the common good.   |
|---------------|--|
| Course Topics | List of topics covered   |
|               | <ul> <li>Classification of Business Administration/Management         Introduces the core domains of strategy, operations, marketing, finance, accounting, HR—and how they interlock to create value.     </li> <li>Emphasis is placed on decision rights and processes.</li> <li>Where does your role sit in the value chain—and how do you align</li> </ul>                |
|               | functions toward a single goal?  |
|               | <ul> <li>The Economic System: Markets, Goods, Competition, Value<br/>Explains how markets coordinate scarcity via prices, how<br/>competition shapes margins, and how firms create and capture<br/>value. Covers demand, supply, externalities, and network effects<br/>with managerial implications.</li> <li>Are you creating value or merely moving it around?</li> </ul> |
|               | <ul> <li>Organization Theories: Roles of Firms, Entrepreneurs, and Other<br/>Organizations</li> </ul>  |
|               | Surveys foundational lenses—transaction costs, resource-based view, stakeholder and institutional theory—to explain why organizations exist and how they behave.  Which theory best explains your organization's edge—and its blind  |
|               | spots?   |
|               | Strategic Management: Environment, Competition, and the<br>Strategy Process     Equips participants with PESTEL and industry analysis, competitor  |
|               | mapping, capability assessment (e.g., VRIO), and the end-to-end strategy cycle from diagnosis to execution. Stresses coherence between choices, capabilities, and control systems.   |
|               | What few choices will change everything and how will you make them stick?  |
|               | <ul> <li>Marketing Principles and Market-Oriented Management Covers segmentation, targeting, positioning, and the levers of the marketing mix to build defensible value propositions. Highlights customer insight, experimentation, and lifetime value as anchors of market orientation.</li> </ul>  |
|               | Do you compete on features—or on problems solved better than   |

anyone else?

 Organizational Structures, Firm Types, and Ownership
 Compares functional, divisional, matrix, and network designs, and links legal forms and ownership models to governance, incentives, and agility. Focus is on how to place structures in the service of a strategy.

Does your structure speed decision or slow them to a crawl?

- Leadership in Organizations and People Management Focus is on leadership styles and leadership tactics. Develops practical skills in goal setting, feedback, motivation, and performance management and examines decision making. Are you managing tasks or unleashing people?
- Visionary Leadership, Charisma and Organizational Change Explores how leaders craft direction, build alignment, and sustain commitment through inflection points. Introduces change playbooks, case for change, stakeholder mapping, communication cadence, and quick wins.

How do you turn a vision into momentum that survives first contact with reality?

Innovation and Creativity

Focuses on generating, selecting, and scaling ideas within existing firms; covers portfolios, ambidexterity, and minimal viable experiments. Shows how constraints, process, and culture channel creativity into outcomes.

Is your organization designed to explore and to exploit?

Entrepreneurship, Business Ideas, and New Ventures
 Guides participants from opportunity recognition to validation,
 business model design, and financing options. Highlights de-risking
 through evidence and disciplined iteration.

What would make your idea fundable and repeatable?

Organizational Culture

Defines culture as shared assumptions, norms, and symbols that shape behavior and performance. Provides diagnostics and levers for shifting culture ethically and sustainably.

|   | Does your culture reward the behaviors your strategy needs?  |
|---|--|
|   | • Organizational Life Cycles Charts stages from start-up to scale-up, maturity, renewal, or exit, and the leadership and system upgrades each stage demands. Addresses common failure modes and renewal paths. Are you leading the organization you have—or the stage you're entering? |
| Keywords  | Business administration, Foundations of Management, Strategic<br>Management, Innovation and Entrepreneurship, Business<br>Functions, Marketing, Leadership   |
| Recommended Prerequisites                             | None   |
| Propaedeutic Courses                                  | None   |
| Teaching Format                                       | Frontal lectures     Group discussions   |
|   | Small exercises with intermediate presentations  |
| Mandatory Attendance                                  | Highly suggested, but not required.  |
| •   |  |
| Specific Educational Objectives and Learning Outcomes | Knowledge and understanding:  By the end of the programme, students will have acquired the following knowledge and skills:   |
| Oddones   | - analyse the demand and supply of goods and services;   |
|   | - the ability to understand the price mechanism in market economies;   |
|   | - the ability to apply the concepts of game theory to the economic behaviour of public and private actors;   |
|   | - the ability to understand the role of governments in market economies;   |
|   | - the ability to analyse the behaviour of economic variables in the short, medium and long run;  |
|   | - the ability to place economic thinking in a historical context and to assess the role of technology and social change in the development of economic thinking;   |
|   | - the ability to understand complex texts in the field of economics in the three languages of instruction;   |
|   | - the ability to analyse human behaviour in organisations; - the ability to understand theories of organisational decision-  |
|   | making; - the ability to understand how political decisions are made and   |



how these decisions affect the economy;

- recognising and understanding the conditions necessary for sustainable economic development, taking into account the environment and natural resources;
- understand the reasons for economic growth and development of countries;
- understand the basic principles of the functioning of labour markets;
- estimation and interpretation of econometric models for the empirical analysis of the above problems.

Applying knowledge and understanding:

- the ability to communicate fluently and spontaneously with native speakers on economic topics;
- the ability to analyse corporate governance and merger and acquisition decisions

# Making judgements

Acquire the necessary judgement and methodological tools to critically analyse data, sources, assumptions and implications of scientific practice as well as the political, ethical and legal contexts in which economic phenomena are situated and with which they interact

## Communication skills

Proficiency in written and spoken Italian, German and English, including the translation of these languages. Intercultural competence. Conceptual conciseness, ability to capture facts in writing, especially for scientific and science-based texts

# Learning skills

Promotion of critical thinking and the analytical ability to recognise complex problems in their long-term dynamics and in the diversity of their - also ethical - implications

# Specific Educational Objectives and Learning Outcomes (additional info.)

Learning outcomes:

• Knowledge and understanding:

Students will demonstrate a comprehensive understanding of fundamental business administration concepts, including organizational structures, functional areas, and strategic



frameworks, providing a robust foundation for future leadership roles within the context of economic and political considerations.

# Applying knowledge and understanding:

Students will be able to apply core business administration principles to analyze and interpret real-world business scenarios, evaluate competitive environments, and formulate basic strategic decisions, while considering the implications of their choices, preparing them to effectively lead in complex organizational settings.

# Making judgments

Students will develop the capacity to critically evaluate business problems and strategic options, integrating economic and political perspectives to make informed judgments and propose viable solutions.

## Communication skills

Students will effectively communicate business concepts and strategic analyses through clear and concise written and oral presentations, fostering collaborative discussions and teamwork within the context of diverse viewpoints.

## Learning skills

Students will have a firm foundation in business administration and cultivate independent learning skills, enabling them to continuously engage with evolving business practices and adapt to changing economic, political, and ethical landscapes, fostering lifelong learning and ensuring they remain adaptive and effective leaders throughout their careers.

## Assessment

The achievement of the learning objectives is assessed through three outcome measures:

- Written exam (70%): A written exam in a multiple choice format is designed to measure both the knowledge of the contents and their deeper comprehension (classical knowledge questions) as well as the initial application of what has been learned (case scenarios with alternatives to choose from).
- Small exercises with intermediate presentations (20%): For selected units of the course, students will directly apply the



|                        | knowledge and skills learned in that unit to a case study.  • Class participation (10%): Assessment of participation in class will relate to oral and written (e.g., team discussions) contributions by students.  Non-attending students are required to engage in an in-depth study of the full course literature and will be assessed through an extended written examination (in a multiple choice format).   |
|------------------------|---|
| Evaluation Criteria    | For the exam the following evaluation criteria are essential for the assessment:  • Basic knowledge of central definitions and terms in connection with important theories, concepts and methods of business administration  • the application of basic methods, instruments and tools  |
|                        | For the presentations the following evaluation criteria are critical:  • Correctness and reliability of the statements  • Structure and clarity of the statements  • Logic and coherence of the statements  • Quality and extent of the research as a basis for the statements  • Integration and interconnectedness of the learned content  • Activity and proactivity regarding the contributions  • Evidence-based choice and application of the learned content |
| Required Readings      | (Only for non-attending students)  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.      |
| Supplementary Readings | Selected chapters from:  • Barney, J. B., & Hesterly, W. S. (2020). Strategic Management and Competitive Advantage: Concepts and Cases. Pearson   |

| Goals (SDGs)            | Industry, innovation and infrastructure, Decent work and economic growth   |
|-------------------------|--|
| Sustainable Development | Quality education, Responsible consumption and production,   |
| Further Information     |  |
|                         | • Thommen, J. et al. (2023). Allgemeine Betriebswirtschaftslehre:<br>Umfassende Einführung aus managementorientierter Sicht.<br>Springer-Gabler. |
|                         | • Schreyögg, G. & Koch, J. (2020). <i>Management: Grundlagen der Unternehmensführung</i> (8. Auflage), Wiesbaden.                                |
|                         | • Rothaermel,, F, T. (2024). <i>Strategic Management</i> (6th ed.). New York: McGraw Hill.   |
|                         | • Maran, T. (2025). Situativ führen - Zwischen direktiver und empowernder Führung den richtigen Führungsstil finden. Springer.                   |
|                         | • Kotler, P., Armstrong, G., & Cunningham, M. H. (2018). <i>Principles of marketing</i> . Pearson.   |
|                         | • Kerin, R. A., Hartley, S. W., & Rudelius, W. (2011).<br>Marketing.McGraw-Hill  |