

# Syllabus

## *Descrizione corso*

<b>Titolo insegnamento</b>	People Management
<b>Codice insegnamento</b>	25571
<b>Titolo aggiuntivo</b>	
<b>Settore Scientifico-Disciplinare</b>	SECS-P/10
<b>Lingua</b>	Inglese
<b>Corso di Studio</b>	Corso di laurea magistrale in Imprenditorialità e Innovazione
<b>Altri Corsi di Studio (mutuati)</b>	
<b>Docenti</b>	prof. Michael Claus Erhard Nippa, Michael.Nippa@unibz.it <a href="https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35249">https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35249</a>
<b>Assistente</b>	
<b>Semestre</b>	Primo semestre
<b>Anno/i di corso</b>	2
<b>CFU</b>	6
<b>Ore didattica frontale</b>	36
<b>Ore di laboratorio</b>	-
<b>Ore di studio individuale</b>	-
<b>Ore di ricevimento previste</b>	18
<b>Sintesi contenuti</b>	<p>This course equips students to become effective organizational members in leadership and team roles, emphasizing the human side of management crucial for entrepreneurship and innovation. Students explore key concepts of human behavior in organizations, analyzing individuals, teams, and organizational dynamics to enhance performance and innovation outcomes. Through lectures, discussions, and individual and group assignments, they apply behavioral science and HR management theories to real-world organizational challenges.</p>

<b>Argomenti dell'insegnamento</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>Parole chiave</b>	human behavior; human decision making; HRM; leadership; organizational behavior
<b>Prerequisiti</b>	pre-reading of relevant text books will be helpful
<b>Insegnamenti propedeutici</b>	
<b>Modalità di insegnamento</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>Obbligo di frequenza</b>	
<b>Obiettivi formativi specifici e risultati di apprendimento attesi</b>	
<b>Obiettivi formativi specifici e risultati di apprendimento attesi (ulteriori info.)</b>	<p>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.</p> <p>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.</p>

	<p>Making judgments: 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>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.</p> <p>Learning skills: Critical in-class discussions, comprehending and adequately summarizing and communicating reading assignments and term assignments help to improve individual learning skills.</p>
<b>Modalità di esame</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>Alternative A (attending students):</p> <p>Class attendance 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>Class participation and individual summary of mandatory readings (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>Individual term assignment (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>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) -60%- and an approx. 15 minutes presentation in class -40%-</p> <p>Written exam with options to choose from – 20 minutes (20% of</p>

	<p>total grade)</p> <p>NOTE: Term assignments are valid for the academic year 2025/2026 and cannot be carried over beyond that time-frame.</p> <p>Alternative B (non-attending students): Class attendance and assignments not required – final written exam of 80 Minutes (100%) –closed book– based on the script, textbook, and required readings (provided via OLE).</p>
<b>Criteri di valutazione</b>	<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</li> <li>¿ 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>
<b>Bibliografia obbligatoria</b>	<p>Robbins, S. P. &amp; Judge, T. A.: Organizational Behavior, 19th ed., Pearson or Global Edition. ISBN 978-1292259239</p> <p>Gary Yukl, G.: Leadership in Organizations, 9th ed., Pearson or Global Edition; ISBN 978-8131756164</p>
<b>Bibliografia facoltativa</b>	<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>
<b>Altre informazioni</b>	<p>An extended syllabus will be provided and explained in the first lecture and subsequently posted on OLE</p>
<b>Obiettivi di Sviluppo</b>	<p>Sconfiggere la povertà, Buona salute, Istruzione di qualità,</p>

Sostenibile (SDGs)	Partnership per gli obiettivi, Buona occupazione e crescita economica, Innovazione e infrastrutture, Ridurre le disuguaglianze, Parità di genere
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