

## SYLLABUS

### Strategic Career Management and Employees' Development, 2016-2017

#### 1. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	Management and Business Administration
1.4	Field of study	Management
1.5	Cycle of studies	Master
1.6	Program of studies /Qualification	Strategic Management and Business Development /Economist

#### 2. Course information

2.1	Name	Strategic Career Management and Employees' Development									
2.2	Course teacher	PhD. Lecturer Antoniu Maria-Eliza									
2.3	Seminar teacher	PhD. Lecturer Antoniu Maria-Eliza									
2.4	Year of studies	I	2.5	Semester	I	2.6	Evaluation type	V	2.7	Course type	Mandatory

#### 3. Total estimated time

3.1	Number of hours per week	3	3.2	of which	1	3.3	S / L / P	2
3.4	Total hours from curriculum	42	3.5	of which	14	3.6	S / L / P	28
<b>Time distribution of individual study</b>								hours
Study the textbook, course support, bibliography and notes								35
Further reading in the library, on the online platforms and field								32
Preparing seminars, homework, portfolios and essays								35
Tutoring								4
Examinations								2
Other activities								-
3.7	Total hours of individual study			108				
3.8	<b>Total hours per semester</b>			150				
3.9	<b>Number of credits</b>			6				

#### 4. Prerequisites

4.1	of curriculum	Elements of management and human resources management (studied in bachelor)
4.2	of competences	Capacities of analysis, synthesis and divergent thinking

#### 5. Requirements

5.1	for courses	- Classroom equipping with video-projector
5.2	for seminars	- Proper equipping of the seminar hall - The deadlines for homework' submission

#### 6. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>• C1 Evaluating opportunities and risks specific to business environment;</li> <li>• C2 Making decision scenarios and forecasting their potential impact;</li> <li>• C3 Assuming the business decision and planning its implementation;</li> <li>• C4 Applying strategic management systems under certainty, uncertainty and risk;</li> <li>• C5 Reevaluating the entrepreneurial skills in a competitive environment;</li> <li>• C6 Analyzing and interpreting market information for decision making in business;</li> <li>• C7 Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>• TC1: Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work;</li> <li>• TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness;</li> <li>• TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.</li> </ul>

#### 7. Course objectives

7.1 <b>General objective</b>	Familiarizing students with the knowledge on specific aspects of career management in contemporary organizations, career development strategies both from the individual and the organizational perspective, and especially its importance for achieving and maintaining success.
7.2 <b>Specific objectives</b>	<p><u>A. Cognitive objectives</u></p> <p>Knowledge of theoretical and methodological elements of careers management Understand the importance of studying the career management and employees' development Identifying organizational's arrangements that influence careers development Understand current realities and future trends in career management in the context of obtaining and maintaining competitive advantage</p>

	<p><b>B. Procedural objectives</b>          Ability to understand the complexity and dynamism of current organizational environment and diversity of the individuals within it;          Apply gained knowledge in organization's practical activities;          Develop the capacity of scientific approach to management processes targeting the careers development,          Develop the capacity to analyze and assess the complexity of contemporary careers.</p> <p><b>C. Objective atitudinale</b>          Cooperation in teams, working to solve various tasks;          Using specific methods of developing an individual and organizational career plan</p>
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### 8. Course contents

8.1. Course		No. of course hours	Teaching methods	Observations Used resources
1	Career concept: definition, typology, individual and organizational perspective on career	2	- lecture - debate with imaginary opponent - Graphic organizer	<i>Power –point presentation</i>
2	Organizational Career Management: objectives, career management models, the changing nature of careers	2		
3	Organizational Career Planning: career guidance and counseling; career development programs; establishing career paths	2		
4	Individual Career Planning: individual's personality and career guidance; career stages and the adult life; work - life balance in today context	2		
5	Employees' performance and potential evaluation in the context of career management; its role in employees' development	2		
6	The role of organizations and individuals in career development; the role of mentors and coaches	2		
7	Career management practices in today organizations	2		
<b>Bibliography:</b> <ol style="list-style-type: none"> <li>1. Baruch Y., <b>Managing careers – theory and practice</b>, Prentice Hall, Pearson Education Ltd., UK, 2004;</li> <li>2. CIPD, <b>Managing careers for organizational capability</b>, London: Chartered Institute of Personnel and Development, 2011;</li> <li>3. CIPD, <b>Managing Employee Careers – Issues, Trends and Prospects</b>, London: Chartered Institute of Personnel and Development, 2003;</li> <li>4. CIPD, <b>Career Management – a Guide</b>, London: Chartered Institute of Personnel and Development, 2004;</li> <li>5. Gilley A., Gilley W. J., Quatro A. S., Dixon P., <b>The Praeger Book of Human Resource Management</b>, Praeger Publishers, USA, 2009;</li> <li>6. Noe A. R., Hollenbeck R. J., Wright P., Gerhart B., <b>Fundamentals of Human Resource Management – 3rd Edition</b>, McGraw Hill Company, London, 2008;</li> <li>7. Noe A. R., <b>Employee Training and Development</b>, 5th Edition, McGraw-Hill, NY, U.S.A., 2010;</li> <li>8. Otte F.L., Hutcheson P.G., <b>Helping Employees Manage Careers</b>, Englewood Cliffs, Prentice Hall, 1992;</li> <li>9. Steen L. S., Noe A. R., Hollenbeck R. J., Barry Gerhart B. and Wright M P., <b>Human Resource Management – Second Canadian Edition</b>, McGraw Hill Limited, Canada, 2009;</li> <li>10. Vlăsceanu M., <b>Career management. Learning to build a career</b>, Comunicare.ro Publishing House, Bucharest, 2002;</li> <li>11. Yarnall J., <b>Strategic Career Management: Developing your talent</b>, Elsevier Ltd., Oxford, UK, 2008;</li> <li>12. Werner M. J., DeSimone L.R., <b>Human Resource Development – 5th Edition</b>, South Western - Cengage Learning Publishing House, U.S.A., 2009;</li> </ol>				
8.2. Seminar		No. of course hours	Teaching methods	Observations Used resources
1	Organizing seminar: presentation of discipline' skills and targeted objectives; overview of the project structure and theme's distribution	1	- dialogue - discussion - Teamwork - Heuristic conversation	Case study, homework and project presentation
2	Labour market; its influence on to contemporary careers	3		
3	Career perspectives: individual v. organizational	4		
4	Organizational career systems; career models	4		
5	Mentoring and its role in managing careers	2		
6	Training and networking, organizational support in employees' development	2		
7	Career development through training; ways of training and development for employees and managers	2		
8	Career management practices; designing career plans	4		
9	Personal Development Plan (PDP), an essential instrument of the individuals career management	3		

10	The dynamic nature of career management; managing career diversity	3		
Bibliography:				
<ol style="list-style-type: none"> <li>Andersen S.M., <b>Networking – a professional discipline</b>, MTD Training &amp; Ventus Publishing ApS, (www.bookboon.com), 2010;</li> <li>Curtis B., Hefley W., Miller S., <b>People CMM – A Framework for Human Capital – 2nd Edition</b>, Pearson Education Inc., 2010</li> <li>Emerson B. and Loehr A., <b>A manager’s guide to coaching : simple and effective ways to get the best out of your employees</b>, AMACOM, 2008, USA</li> <li>Federman B., <b>Employee Engagement – a Roadmap for creating profits, optimizing performance and increasing loyalty</b>, Jossey-Bass, a Wiley Imprint, U.S.A, 2009.</li> <li>Sommers M., <b>Coaching for work: powering your team with awarness, responsibility and trust</b>, John Willey /Sons Limited, England, 2007;</li> <li>Wright T. (editor), <b>How to be a brilliant mentor: Developing outstanding teachers</b>, 1st edition, Routledge, Taylor &amp; Francis Group, NY, USA, 2010, pp.95-110</li> <li>*** <b>Managing your career</b>, MTD Training &amp; Ventus Publishing ApS, www.bookboon.com, U.K., 2010;</li> <li>*** <b>Manage your career – how to develop your career in the right direction</b>, A&amp;C Black Publishers Ltd., London U.K, 2008;</li> </ol>				

**9. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers.**

- Procedural and attitudinal competences to be acquired in the discipline will meet employers' expectations of the economic field
- Regular meetings with the employers in order to match the content and methods teaching of the discipline and their expectations

Note: University of Pitesti regularly evaluate the satisfaction of representatives of the employers with professional and transversal competences acquired by graduates.

**10. Evaluation**

Activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final grade
10.4 Course	- The accuracy and completeness of knowledge; - Logical consistency; - The degree of assimilation of specialized language.	- Written exam, during the semester; - Final evaluation.	30 %  10%
10.5 Seminar	- active participation in the seminar, solving case studies;  - admission to degree's requirements in terms of achieving homework	- Student's free exposure; - Oral form of dialogue.  - Oral presentation of the homework and project	20%  40%
10.6 Minimum requirements	1. Communicating information using a correct scientific language of career management 2. Knowledge of the main activities specific to the career management of human resources 3. Pase note 5 at the final evaluation		

Completion date  
15.09.2016

Course teacher,  
PhD. Lecturer Antoniu Maria-Eliza

Seminar teacher,  
PhD. Lecturer Antoniu Maria-Eliza

Approval date in Department Council,  
30.09.2016

Head of Departament,  
(provider)  
PhD Associate Professor Daniela Mihai

Head of Departament,  
(beneficiary),  
PhD Associate Professor Daniela Mihai

## SYLLABUS

## Integrated Quality Management, 2016-2017

## 1. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	Management and Business Administration
1.4	Field of studies	Management
1.5	Cycle of studies	Master
1.6	Program of studies	Strategic Management and Business Development

## 2. Course information

2.1	Name	Integrated Quality Management									
2.2	Course teacher	Lect.univ.dr. Sinisi Crenguța Ileana									
2.3	Seminar teacher	Lect.univ.dr. Sinisi Crenguța Ileana									
2.4	Year of studies	I	2.5	Semester	I	2.6	Evaluation type	E	2.7	Course type	M

## 3. Total estimated time

3.1	Number of hours per week	4	3.2	Course	2	3.3	Seminar	2
3.4	Total hours from curriculum	42	3.5	Course	28	3.6	Seminar	28
<b>Time distribution</b>								183h
Study the textbook, course support, bibliography and notes								80
Further reading in the library, on the online platforms and field								80
Preparing seminars, homework, portfolios and essays								17
Tutoring								2
Examinations								2
Other activities								2
3.7	Total hours of individual study			183				
3.8	<b>Total hours per semester</b>			225				
3.9	<b>Number of credits</b>			9				

## 4. Prerequisites

4.1	of curriculum	Management Elements of economics
4.2	of competences	Capacity of analysis, synthesis, divergent thinking

## 5. Requirements

5.1	for courses	► Endowment of the lecture rooms with video projectors
5.2	for seminars	This is not the case

## 6. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>• C1 Evaluating opportunities and risks specific to business environment;</li> <li>• C2 Making decision scenarios and forecasting their potential impact;</li> <li>• C3 Assuming the business decision and planning its implementation;</li> <li>• C4 Applying strategic management systems under certainty, uncertainty and risk;</li> <li>• C5 Revaluating the entrepreneurial skills in a competitive environment;</li> <li>• C6 Analyzing and interpreting market information for decision making in business;</li> <li>• C7 Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>• TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work;</li> <li>• TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness;</li> <li>• TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.</li> </ul>

## 7. Course objectives

7.1	General objective	Understanding and application of the most important managerial methods and techniques which are necessary to run an organization effectively and efficiently
7.2	Specific objectives	<p>A. Cognitive objectives</p> <ul style="list-style-type: none"> <li>▪ Knowledge and understanding of the functions of the methodological-managerial subsystem, as well as of the relations between this and the other subsystems of the management system;</li> <li>▪ Working with the design and implementation methodologies of the methods and</li> </ul>

	<p>management techniques;</p> <ul style="list-style-type: none"> <li>▪ Highlight of the typical managerial situations where each method and technique is recommended;</li> <li>▪ Correct definition of the matter of study <i>Integrated Quality Management</i> and establishment of its relations with other economic sciences.</li> </ul> <p><b>B. Procedural objectives</b></p> <ul style="list-style-type: none"> <li>▪ Drafting of a team project at the company's level and of its components;</li> <li>▪ Solving of applications and case studies for each method and technique;</li> <li>▪ Set up a pronounced systemic vision for the creation and use of the managerial tools;</li> <li>▪ Use of some self-assessment methods of the learning activity.</li> </ul> <p><b>C. Attitudinal objectives</b></p> <ul style="list-style-type: none"> <li>▪ Ability to work in team</li> <li>▪ Growing constructive attitudes in the context of quality management</li> <li>▪ Encouraging ethical behavior at partnerships</li> </ul>
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### 8. Course contents

8.1. Individual study (learning units)		No. courses hours	Teaching methods	Observations Resources used
U.1	Management organizational system	3		
U.2	Concerns of developing quality systems and techniques	2		
U.3	Modern concepts in addressing quality. Global quality competitive	3		
U.4	Environmental quality management systems	3	-Facilities use e-learning platform (chat, forum) - E-mail - Consultations	Teaching material is divided into units of study that facilitate learning gradual and structured.
U.5	Health and safety management systems at work	3		
U.6	Maximum-security objective and strategy in the MSSM	3		
U.7	Social responsibility management systems	3		
U.8	Information security management	3		
U.9	Integrated quality management	3		
U.10	Case studies	2		

#### Bibliography

1. (SINISI)TOMESCU, C.I. **Quality Management – Course Notes, Case Studies**, Editura Sitech, 2008
2. OAKLAND J., **Total Quality Management and Operational Excellence**, Publisher Taylor & Francis, 2014
3. MORTIMER S.T., **Quality and Risk Management in the IVF Laboratory**, Publisher CAMBRIDGE UNIVERSITY PRESS
4. DIUCA A., **Management**, Publisher Bibliotecha, 2008
5. LARSON E., **Project Management Managerial Process**, Publisher John Wiley and Sons, 2015
6. MAYLOR H., **Project Management With MS Project CDROM**, Publisher Pearson Education Limited, 2015
7. DEETZ S.A., **Doing Critical Management Research**, Publisher SAGE Publications Ltd, 1999
8. PYZDEK T., **Six Sigma Handbook**, Publisher MCGRAW-HILL Professional, 2014
9. MICHAEL L.G., **Lean Six Sigma for Service : How to Use Lean Speed and Six Sigma Quality to Improve Services and Transactions**, Publisher McGraw-Hill
10. RUSHTON A., **Handbook of Logistics and Distribution Management**, Publisher Kogan Page, 2014.

8.2. Application: Seminar		No. of seminar hours	Teaching methods	Observations Resources used
1	Introduction to Integrated quality management	2		
2	Presentation of project structure. Example: Case Study	2		
3	Presentation of integrated quality	3		
4	Methods and techniques of continuous quality improvement	3	-Facilities use e-learning platform (chat, forum) - E-mail - Consultations	Teaching material is divided into units of study that facilitate learning gradual and structured.
5	Quality audit	3		
6	Documents of integrated quality management system	3		
7	Informational quality system	3		
8	Presentation of case studies	3		
9	Presentation of the first phase project	3		
10	Presentation of the second phase project	3		

#### Bibliography

1. (SINISI)TOMESCU,C.I. **Quality Management – Course Notes, Case Studies**, Editura Sitech, 2008
2. THOMSON J., **High Integrity Systems and Safety Management in Hazardous In**, Publisher Elsevier, 2015
3. HAN J., **Data Mining Concepts and Techniques**, Publisher Elsevier Science & Technology, 2011
4. DEETZ S.A., **Doing Critical Management Research**, Publisher SAGE Publications Ltd, 1999
5. PYZDEK T., **Six Sigma Handbook**, Publisher MCGRAW-HILL Professional, 2014
6. WONG W.N.Z., **Business Continuity Management System**, Publisher Kogan Page, 2014
7. KOTLER P., KELLER K., **Marketing Management, 15th Global Edition**, Publisher Pearson Education Limited, 2015
8. DRUCKER P., **The Effective Executive: The Definitive Guide to Getting the Right Things Done**, Publisher Harper Collins, 2006.

**9. Corroborating the contents discipline expectations epistemic community representatives, professional associations and employers in related field program**

- Procedural and attitudinal competences to be acquired in the discipline - will meet the expectations of employers in sales
  - Regular meetings with employers in order to match the content and methods of teaching discipline their expectations
- Note: University of Pitesti regularly evaluate the satisfaction of representatives of employers with professional and transversal competences acquired by graduates.

**10. Evaluation**

Activity type	10.1 Evaluation criterias	10.2 Evaluation Methods	10.3 Weight the final mark
10.4 Course	- The accuracy and completeness of knowledge; - Logical consistency; - The degree of assimilation of specialized language.	- Assessment written during the semester; - Final evaluation.	20%  50%
10.5 Seminar	-Participation active seminar, solving case studies; - Admission to degree requirements in terms of achieving homework.	- Exposure free student; - Questionnaires oral form of dialogue. -To Oral homework; Oral -Chestionare.	20%  10%
10.6 Minimum performance standard	1. Disclosure of information using scientific language correctly on the sales 2. Knowing the basic concepts of their discipline "sales techniques" 3. Ability to apply the procurement process simulation for sale 4. Note 5 to the final evaluation.		

Completion date,  
15 .09. 2016

Course teacher,  
PhD Lecturer Crenguța Ileana SINISI

Seminar teacher,  
PhD Lecturer Crenguța Ileana SINISI

Date of approval of the Board department,  
30. 09. 2016

Head of department,  
(provider)  
PhD Assoc Prof Daniela Mihai

Director de departament,  
(beneficiary),  
PhD Assoc Prof Daniela Mihai

## FIȘA DISCIPLINEI

**Management Methods and Techniques, 2016-2017**

### 11. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	<b>Management and Business Administration</b>
1.4	Field of studies	<b>Management</b>
1.5	<b>Cycle of studies</b>	Master
1.6	Program of studies / qualification	<b>Strategic Management and Business Development / Manager</b>

### 12. Course information

2.1	Name	<b>Management Methods and Techniques</b>									
2.2	Course teacher	<b>PhD Assistant Professor Puiu GRĂDINARU</b>									
2.3	Seminar teacher	<b>PhD Assistant Professor Puiu GRĂDINARU</b>									
2.4	Year of studies	I	2.5	Semester	I	2.6	Evaluation type	E	2.7	Course type	M

### 13. Total estimated time

3.1	Number of hours per week	3	3.2	of which course	1	3.3	Seminar	2
3.4	Total hours from curriculum	42	3.5	of which course	14	3.6	Seminar	28
<b>Time distribution for individual study</b>								133h
Study the textbook, course support, bibliography and notes								40
Further reading in the library, on the online platforms and field								42
Preparing seminars, homework, portfolios and essays								45
Tutoring								2
Examinations								2
Other activities								2
3.7	Total hours of individual study			133				
3.8	<b>Total hours per semester</b>			<b>175</b>				
3.9	<b>Number of credits</b>			<b>7</b>				

### 14. Prerequisites (where appropriate)

4.1	of curriculum	Management Simulation and management projects
4.2	of competences	Capacity of analysis, synthesis, divergent thinking

### 5.Requirements (where appropriate)

5.1	for courses	Endowment of the lecture rooms with video projectors
5.2	for seminars	This is not the case

### 6.Specific acquired competences

Professional competences	C1 Evaluating opportunities and risks specific to business environment; C2 Making decision scenarios and forecasting their potential impact; C3 Assuming the business decision and planning its implementation; C4 Applying strategic management systems under certainty, uncertainty and risk; C5 Reevaluating the entrepreneurial skills in a competitive environment; C6 Analyzing and interpreting market information for decision making in business; C7 Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.
Transversal competences	TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work; TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness; TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.

### 7.Course objectives

7.1	General objective	Understanding and application of the most important managerial methods and techniques which are necessary to run an organization effectively and efficiently
7.2	Specific objectives	A. Cognitive objectives 1. Knowledge and understanding of the functions of the methodological-managerial subsystem, as well as of the relations between this and the other subsystems of the

	<p>management system</p> <ol style="list-style-type: none"> <li>2. Working with the design and implementation methodologies of the methods and management techniques</li> <li>3. Highlight of the typical managerial situations where each method and technique is recommended</li> <li>4. Correct definition of the matter of study <i>Management Methods and Techniques</i> and establishment of its relations with other economic sciences</li> </ol> <p>B. Procedural objectives</p> <ol style="list-style-type: none"> <li>1. Drafting of a team project at the company's level and of its components</li> <li>2. Solving of applications and case studies for each method and technique</li> <li>3. Set up a pronounced systemic vision for the creation and use of the managerial tools</li> <li>4. Use of some self-assessment methods of the learning activity</li> </ol> <p>C. Attitudinal objectives</p> <ol style="list-style-type: none"> <li>1. Ability to work in a team</li> <li>2. Respect in the rules of professional deontology based on explicit value</li> </ol>
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### 8.Course contents

8.1. Course		No. of course hours	Teaching methods	Observations
1	The methodological-managerial system, managerial basic subsystem of the organization	1	- lecture - debate with fictitious opponent - graphic organizer	(Other) resources used: Short presentations in Power Point for the stimulation of the reflection
2	Management by objectives	1		
3	Project management	1		
4	Benchmarking – active tool of the innovation management	2		
5	<b>ORTID technique</b>	2		
6	Labor scheduling of the manager	1		
7	Dashboard	1		
8	SWOT analysis	2		
9	Critical Point Method	1		
10	Product Management	1		
11	BCG Matrix – method used to ground the organization strategy	1		

#### Bibliography

1. Cruceru, A. – **Systems, Methods and Management Techniques. Lecture Notes. Volume 1**, Universitară Publishing House, Bucharest, 2015
2. Olaru, S. – **Enterprise Management**, ASE Digital Library
3. Mihăiță, A. și colectiv – **Benchmarking – Efficiency and Quality**, Universitară Publishing House, Bucharest, 2008
4. Verboncu, I. (coord.) – **Management. Efficiency. Proficiency. Performance**, Bucharest, 2013
5. Mochal, T., Mochal, J. – **Project Management Lessons**, Codecs Publishing House, Bucharest, 2006
6. Nicolescu, Ov., Verboncu, I. – **Foundations of Organization Management**, Universitară Publishing House, Bucharest, 2008
7. Russu, C, Albu, M. – **Diagnosis and Company's Strategy**, Tribuna Economică Publishing House, Bucharest, 2005
8. Deac, V. – **Management**, ASE Publishing House, Bucharest, 2016
9. Nedelea, Șt. (coord.) – **Organization Management**, ASE Publishing House, Bucharest, 2008



10. Deac, V. (coord.) – **Management**, ASE Publishing House, Bucharest, 2016
11. Burduş, E., Popa, I. – **Foundations of Organization Management. Third Edition**, Pro Universitaria Publishing House, 2016
12. Mc Grath, J.- **The Most Important 76 Questions and Answers from Management**, Niculescu Publishing House, Bucharest, 2016
13. Verboncu, I. – **Do We Know How to Manage?**, Economică Publishing House, Bucharest, 2005
14. Andreica, M. and others – **Modern Approaches of Forecast Management of Economic Organizations**, ASE Publishing House, Bucharest, 2016
15. Grădinaru, P. – **Methods and Management Techniques**, Lecture Notes in Electronic Form, 2016
16. Gavrilă, T., Lefter, V.- **General Business Management**, Economică Publishing House, Bucharest, 2002
17. Nicolescu, Ov. (coord.) – **Systems, Methods and Managerial Techniques of the Organization**, Economică Publishing House, Bucharest, 2000

8.2. Seminar		No. of seminar hours	Teaching methods	Observations
1	The relations of the methodological-managerial system with the other subsystems and its particularities. The professionalization of the implementation of the managerial tool	2	-Questioning -Debate -Working group -Conversation -Heuristic approach	Case study, homework presentation, check list
2	Drafting and implementation of the management by objectives	2		
3	Drafting and implementation of the project management	2		
4	Improvement of the business using the benchmarking	4		
5	Methodology of the use of the ORTID technique and Product management	4		
6	Drafting of the labor scheduling of the manager in the time administration	2		
7	Elaboration, completion, transmission and use of the dashboard	4		
8	Methodology of the practical use of the SWOT analysis and BCG Matrix	4		
9	Flexibility of exploitation, a necessary condition for the maintenance of the companies on the market	4		
10	Project 1. Company presentation 2. Application on a company of the drafting and implementation methodologies related to the management methods and techniques from the points 2-9 included in the course			

#### Bibliography

1. Tannguy, Le Dantec – **Project Management by Examples**, CH Beck Publishing House, Bucharest, 2009
2. Gorghiu, M. ş.a. – **Project Management – An Approach Focused on Applications**, Bibliotheca Publishing House, Bucharest, 2009
3. Simionescu, A. – **Project Management**, Economică Publishing House, Bucharest, 2008
4. Pacelli, L. – **The Adviser of Project Manager – 18 Major Traps and How to Avoid Them**, Meteor Press Publishing House, 2007
5. J.A. Maciariello – **Peter Drucker. Training Course for Managers**, Litera Publishing House, Bucharest, 2016
6. Deac, V. (coord.) and collective – **Management. Second Edition Revised and Expanded**, ASE Publishing House, Bucharest, 2014
7. Burduş, E., Popa, I. – **Redesign of Organization Management**, Pro Universitaria Publishing House, 2016
8. Ciurea, S. And others – **Management. Applied Elements**, Universitară Publishing House, Bucharest, 2007
9. Băloiu, M., Frăsineanu, C., Frăsineanu, I. - **Innovation Management**, ASE Publishing House, Bucharest, 2008
10. Băcanu, B. – **Practices of Strategic Management. Methods and Case Studies**, Polirom Publishing House, Iaşi, 2006
11. Nicolescu, Ov. (coord.) – **Systems, Methods and Managerial Techniques of the Organization**, Economică Publishing House, Bucharest, 2000
12. Verboncu, I.- **The Dashboard. Theory, Methodology, Application**, Tehnică Publishing House, Bucharest, 2001

#### 9. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers.

- The precision and the accuracy in the use of the concepts and theories learned within the discipline – will meet the expectations of the epistemic/academic community representatives within the field of education sciences
- The procedural and attitudinal qualifications to be acquired through this discipline - will meet the expectations of the professional associations representatives and of the employers in the business environment.

Note: Periodically, it will be assessed the degree in which the expectations of the representatives of the academic community and of the employers regarding the professional and transversal qualifications are met by the graduates of the *Management Methods and Techniques* program

## 10.Evaluation

Tip activitate	10.1 Criterii de evaluare	10.2 Metode de evaluare	10.3 Pondere din nota finală
10.4 Course	<ul style="list-style-type: none"> <li>- accuracy and completeness of knowledge</li> <li>- logical coherence</li> <li>- degree of assimilation of the specialized language</li> </ul>	<ul style="list-style-type: none"> <li>- Written assessments during the semester</li> <li>- Final assessment</li> </ul>	50 %
10.5 Seminar	<ul style="list-style-type: none"> <li>• Seminar activity - assessment of responses to the questions raised by the teacher and of active participation of each student in the solving of the case studies</li> <li>• Check list</li> <li>• Homework – applications proposed by the teacher on the methodology of implementing the changes will be solved. The level of complying with the requirements will be assessed</li> </ul>	<ul style="list-style-type: none"> <li>• Free presentation of the student and the oral questioning in the form of dialogue</li> <li>• Testing</li> <li>- Oral presentation of the homework</li> <li>- Oral questioning</li> </ul>	20%   10%   20%
10.6 Minimum standard of performance	<ol style="list-style-type: none"> <li>1. Communication of information using correctly the scientific language with respect to the field of the management methods</li> <li>2. Knowledge of the basic concepts pertaining to the discipline “ Management Methods and Techniques”</li> <li>3. The ability to use the methods of stimulating creativity in the methodological-managerial system</li> <li>4. Grade 5 in the final assessment</li> </ol>		

Completion date,  
15.09.2016

Course teacher,  
PhD Associate Professor  
Puiu GRĂDINARU

Seminar teacher,  
PhD Associate Professor  
Puiu GRĂDINARU

Approval date in department,  
30.09.2016

Head of Department  
(provider)  
PhD Associate Professor  
Daniela Mihai

Head of Department,  
(beneficiary)  
PhD Associate Professor Daniela MIHAI

## FIȘA DISCIPLINEI

### MARKETING STRATEGIES AND POLITIC, 2016-2017

#### 15. Date despre program

1.1	Instituția de învățământ superior	Universitatea din Pitești
1.2	Facultatea	Facultatea de Științe Economice
1.3	Departamentul	<b>Management și Administrarea Afacerilor</b>
1.4	Domeniul de studii	<b>Management</b>
1.5	Ciclul de studii	Masterat
1.6	Programul de studiu / calificarea	<b>Strategic Management and Business Development /Business developer</b>

#### 16. Date despre disciplină

2.1	Denumirea disciplinei	<b>MARKETING STRATEGIES AND POLITIC</b>									
2.2	Titularul activităților de curs	<b>Conf.univ.dr. Duțu Amalia</b>									
2.3	Titularul activităților de seminar	<b>Conf.univ.dr. Duțu Amalia</b>									
2.4	Anul de studii	I	2.5	Semestrul	I	2.6	Tipul de evaluare	E	2.7	Regimul disciplinei	O

#### 17. Timpul total estimat

3.1	Număr de ore pe săptămână	3	3.2	din care curs	2	3.3	S / L / P	1
3.4	Total ore din planul de învăț.	42	3.5	din care curs	28	3.6	S / L / P	14
<b>Distribuția fondului de timp alocat studiului individual</b>								ore
Studiu după manual, suport de curs, bibliografie și notițe								45
Documentare suplimentară în bibliotecă, pe platformele electronice de specialitate și pe teren								35
Pregătire seminarii/laboratoare, teme, referate, portofolii, eseuri								40
Tutorat								15
Examinări								8
Alte activități .....								15
3.7	Total ore studiu individual			158				
3.8	<b>Total ore pe semestru</b>			<b>200</b>				
3.9	<b>Număr de credite</b>			<b>8</b>				

#### 18. Precondiții (acolo unde este cazul)

4.1	De curriculum	-
4.2	De competențe	Capacitate de analiză, gândire sintetică, gândire creativă

#### 19. Condiții (acolo unde este cazul)

5.1	De desfășurare a cursului	- Dotarea sălii de curs cu video-proiector
5.2	De desfășurare a laboratorului	- Dotarea corespunzătoare a sălii de seminar - Prezentarea proiectului

#### 20. Competențe specifice vizate

Competențe profesionale	C1 Evaluating opportunities and risks specific to business environment; C2 Making decision scenarios and forecasting their potential impact; C3 Assuming the business decision and planning its implementation; C4 Applying strategic management systems under certainty, uncertainty and risk; C5 Reevaluating the entrepreneurial skills in a competitive environment; C6 Analyzing and interpreting market information for decision making in business; C7 Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.
Competențe transversale	TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work; TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness; TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.

#### 21. Obiectivele disciplinei

7.1	Obiectivul general al disciplinei	Strategies and polices adaptation and implementation based on marketing information
7.2	Obiectivele specifice	<u>A. Obiective cognitive</u> Knowledge dissemination, aprofundate, explanation, interpretation of the concepts, theories, methods and tools specific for the domain; Evaluation and diagnosis of the marketing environment based on analysis methods and tools. Inducing of strategic thinking, strategic vision and economic logic. <u>B. Obiective procedurale</u> Planification process procedure;

	Projects phases achievement; <u>C. Obiective atitudinale</u> Compliance with the rules of ethics of professions related to the field marketing; Communication and collaborative work teams to solve various tasks.
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## 22. Conținuturi

8.1. Curs		Nr. ore	Metode de predare	Observații Resurse folosite
1	Introduction in the topic of the course, objectives, exam requirement. Strategic Marketing - introduction into the topic.	2	Prelegere Studii de caz Dezbateri/ Jocuri de rol	Prezentarea în power –point  Suport de curs Materiale elaborate cu studii de caz Articole publicate la nivel internațional ca suport de analiză și dezbateri  Acces internet
2	The strategic marketing concept. Marketing as managerial philosophy – from marketing concept to market orientation concept.	4		
3.	Marketing environment – definition, components and analysis tools.	4		
4.	Market research – managerial tool. Definition, methods and measurement tools. The strategic decision proces- making based on marketing information.	8		
5.	The STP process – Segmentation, Targeting and Positioning strategies.	6		
6.	Market strategy – definition, strategic planning process, typology of strategies	4		

### Bibliografie

- Duțu Amalia, Understanding Consumers' Behaviour Change in Uncertainty Conditions: A Psychological Perspective, in Handbook of Research on Retailer-Consumer Relationship Development, editori: Fabio Musso and Elena Druică, DOI: 10.4018/978-1-4666-6074-8, IGI Global, SUA, 2014
- Duțu Amalia – Politici și Strategii de marketing. *Curs pe suport electronic*, 2010.
- Duțu Amalia – *Implementarea orientării către piață. Ghid de proiect*, suport electronic, 2010.
- Blythe Jim, Marketing strategy, McGRAW-HILL Education, UK, 2003
- Kotler Philip, Managementul Marketingului, Editura Teora, Bucuresti, 2003
- Pop Nicolae, Marketing strategic, Editura Economica, Bucuresti, 2004

8.2. Aplicații: Seminar		Nr. ore	Metode de predare	Observații Resurse folosite
1	Seminar minimum requirements and final mark calculation. Discussions on the projects' guide.	2	- dialogul - dezbateri - lucru în echipa	Prezentarea în power –point  Articole disponibile online  Studii de caz Ghid proiect
2	Marketing as managerial philosophy. Strategic thinking. Case study. Discussions on the topic.	2		
3	Marketing environment analysis. SWOT profile. Case study. Discussions on the topic.	2		
4	Market research. The strategic decision proces-making based on marketing informations. Case study. Discussions on the topic.	2		
5	STP process. Case study. Discussions on the topic.	2		
6	Market strategy and marketing-mix. The development, communication and deliever of the superior value for customers.	4		

### Bibliografie

- Dutu Amalia, Understanding Consumers' Behaviour Change in Uncertainty Conditions: A Psychological Perspective, in Handbook of Research on Retailer-Consumer Relationship Development, editori: Fabio Musso and Elena Druică, DOI: 10.4018/978-1-4666-6074-8, IGI Global, SUA, 2014
- Pandelica Amalia, Pandelica Ionut, Oancea Olimpia, *Market orientation: Identifying gaps between theory and practice, 27th Industrial Marketing and Purchasing Conference - The Impact of Globalisation on Networks and Relationship Dynamics*, Strathclyde University, Glasgow, Scotland, 2011
- Amalia Pandelica – *Implementarea orientării către piață. Ghid de proiect*, suport electronic, 2010.
- Blythe Jim, (2003), *Marketing strategy*, McGRAW-HILL Education, UK.
- M. Shapiro, (1998), *What the hell is market orientated?*, Harvard Business Review, April, 1998
- Pandelica Amalia, Pandelica Ionut, Oancea Olimpia, (2011), *Market orientation: Identifying gaps between theory and practice, 27th Industrial Marketing and Purchasing Conference - The Impact of Globalisation on Networks and Relationship Dynamics*, Strathclyde University, Glasgow, Scotland;
- Gauzente, C. (2001), *Why Should Time be Considered in Market Orientation Research?* Academy of Marketing Science Review.
- Jaworski, B.J., Kohli, A.K., Sahay, A., (2000), *Market-driven versus driving markets*. Journal of the Academy of Marketing Science, Volume: 28, 45-54.
- Lings, I.N., and Greenley G. E., (2005), *Measuring Internal Market Orientation*. Journal of Service Research, Volume: 7, 290-305

## 23. Coroborarea conținuturilor disciplinei cu așteptările reprezentanților comunității epistemice, asociațiilor profesionale și angajatori din domeniul aferent programului

- Competențele procedurale și atitudinale ce vor fi achiziționate la nivelul disciplinei – vor satisface așteptările angajatorilor din domeniul managementului.
- Întâlniri periodice cu angajatorii în scopul corelării conținutului disciplinei și metodelor de predare cu așteptările acestora

Notă: Universitate din Pitești evaluează periodic gradul de satisfacție al reprezentanților angajatorilor față de competențele profesionale și transversale dobândite de către absolvenți.

#### 24. Evaluare

Tip activitate	10.1 Criterii de evaluare	10.2 Metode de evaluare	10.3 Pondere din nota finală
10.4 Curs	- corectitudinea și exhaustivitatea cunoștințelor; - coerența logică; - gradul de asimilare a limbajului de specialitate.	- Evaluare finală.	10 %
10.5 Seminar	-participarea activă la seminar, implicarea în rezolvarea studiilor de caz;  - corectitudinea utilizării metodelor și conceptelor de marketing strategic; - corectitudinea analizei strategiilor de marketing; - coerența logică a rezultatelor; - gradul de asimilare a limbajului de specialitate.	- Expunerea liberă a studentului; - Chestionare orală sub formă de dialog.  -Prezentarea liberă a proiectului; - Chestionare orală sub formă de dialog.	10%  40%
10.6 Standard minim de performanță	1. Comunicarea unor informații utilizând corect limbajul științific referitor la domeniul marketing strategic; 2. Cunoașterea conceptelor de bază proprii disciplinei "Strategii și politici de marketing"; 3. Proiectul conține analize fundamentate pe baza informațiilor secundare; 4. Campania de promovare propune un nou concept de poziționare a mărcii.		

Data completării  
15 septembrie 2016.

Titular de curs,  
Conf. univ. dr. Amalia Dușu

Titular de seminar,  
Conf. univ. dr. Amalia Dușu

Data aprobării în Consiliul departamentului,  
30 septembrie 2016

Director de departament  
Conf. univ. dr. Daniela Mihai

## FIȘA DISCIPLINEI

Decisional Simulations, 2016-2017

### 25. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	<b>Management and Business Administration</b>
1.4	Field of studies	<b>Management</b>
1.5	<b>Cycle of studies</b>	Master
1.6	Program of studies / qualification	<b>Strategic Management and Business Development / Manager</b>

### 26. Course information

2.1	Name	<b>Decisional Simulations</b>									
2.2	Course teacher	<b>PhD Assistant Professor Puiu GRĂDINARU</b>									
2.3	Seminar teacher	<b>PhD Assistant Professor Puiu GRĂDINARU</b>									
2.4	Year of studies	I	2.5	Semester	II	2.6	Evaluation type	E	2.7	Course type	M

### 27. Total estimated time

3.1	Number of hours per week	4	3.2	of which course	1	3.3	seminar/laboratory	1/2
3.4	Total hours from curriculum	56	3.5	of which course	14	3.6	seminar/laboratory	14/28
<b>Time distribution for individual study</b>								169h
Study the textbook, course support, bibliography and notes								55
Further reading in the library, on the online platforms and field								55
Preparing seminars, homework, portfolios and essays								53
Tutoring								2
Examinations								2
Other activities								2
3.7	Total hours of individual study			169				
3.8	<b>Total hours per semester</b>			<b>225</b>				
3.9	<b>Number of credits</b>			<b>9</b>				

### 28. Prerequisites (where appropriate)

4.1	of curriculum	Strategic management Simulations and management projects
4.2	of competences	Capacity of analysis, synthesis, divergent thinking

### 29. Requirements (where appropriate)

5.1	for courses	Endowment of the lecture rooms with video projectors
5.2	for seminars	This is not the case

### 30. Specific acquired competences

Professional competences	C1 Evaluating opportunities and risks specific to business environment C2 Making decision scenarios and forecasting their potential impact C3 Assuming the business decision and planning its implementation C4 Applying strategic management systems under certainty, uncertainty and risk C5 Reevaluating the entrepreneurial skills in a competitive environment C6 Analyzing and interpreting market information for decision making in business
Transversal competences	TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work; TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness; TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.

### 31. Course objectives

7.1	General objective	Development of the capacities and abilities of the students in the diagnosis of the economic and management situations, as well of the foundation and implementation of the strategic and tactical decisions of risk and uncertainty
7.2	Specific objectives	A. Cognitive objectives 1. Knowledge and understanding of the concept of decisional simulation 2. Operating with methodology of management process simulation

	<p>3. Explanation and interpretation of the generalization and simplification of the real phenomenon, analyzed and researched at the level of the fundamental laws of governing;</p> <p>4. Assimilation of the simulation models</p> <p>5. Correct definition of the study of "Decisional Simulation" and the establishment of its connections with other economic sciences</p> <p>B. Procedural objectives</p> <p>1. Drafting of a team project at the company's level and of its components</p> <p>2. Solving of applications and case studies for each method and technique</p> <p>3. Set up a pronounced systemic vision for the creation and use of the managerial tools</p> <p>4. Use of some self-assessment methods of the learning activity</p> <p>C. Attitudinal objectives</p> <p>1. Ability to work in a team</p> <p>2. Respect in the rules of professional deontology based on explicit value</p>
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### 32. Course contents

8.1. Course		No. of course hours	Teaching methods	Observations
1	Definition, role and importance of simulation. Concepts and basic notions. Classification of the simulation techniques	1	- lecture - debate with fictitious opponent - graphic organizer	(Other) resources used: Short presentations in Power Point for the stimulation of the reflection
2	Concept, typology and usefulness of management simulations. Use of the simulation as tool in organization management	1		
3	Process of passing from the real system to the simulation model. Implementation of simulation experiments	1		
4	Random measures approached by the stochastic simulation in decision problems	1		
5	<b>Simulation through game of the economic-management processes</b>	2		
6	Simulation of the serving processes	1		
7	Simulation of the structure for the necessary to supply	1		
8	Business life cycle. Analysis of the environmental factors	2		
9	Simulation of the management and organization strategies in accordance with the predictable states of the system	2		
10	Implementation and evaluation of the strategy	2		

#### Bibliography

1. Barbu, Gh., Miroiu, M. – **Simulation Techniques**, EduManager Publishing House, 2012
2. Mereuță, C. – **Decision-Making Simulations. Course Support for Master**, University of Pitești, Faculty of Economic Sciences, 2005
3. Nicolescu, O., Verboncu, I – **Managerial Methodologies**, Universitară Publishing House, Bucharest, 2008
4. Luban, Fl. – **Business Simulations**, ASE Publishing House, Bucharest, 2005
5. Toma, V. – **Simulations and Management Projects**, Tehnopress Publishing House, Bucharest, 2014
6. Russu, C, Albu, M. – **Diagnosis and Company's Strategy**, Tribuna Economică Publishing House, Bucharest, 2005
7. Rațiu-Suciu, C., Luban, Fl., Hincu, D., Ene, N. – **Modeling and Simulation of Economic Processes**, Digital Library, ASE
8. Căprărescu, Gh. – **Foundation of Microeconomic Strategy**, Universitară Publishing House, Bucharest, 2006
9. Grădinaru, P. – **Decision-Making Simulations**, Lecture Notes in Electronic Form, 2016
10. Radu, I. (coord.) – **Managerial Simulations. Theory and Practice**, Universitară Publishing House, Bucharest, 2005
11. Radu, I., Vlădeanu, D. – **Foundation of the Complex Decisions by Simulation Methods**, Economică Publishing House, Bucharest, 2002
12. Rațiu Suciu, C. – **Management of Dynamic Systems**, Economică Publishing House, Bucharest, 2000

13. Rusu, E. – <b>Optimal Decisions in Management through Methods of Operational Research. Problems and Case Studies</b> , Economică Publishing House, Bucharest, 2001				
8.2. Seminar		No. of seminar hours	Teaching methods	Observations
1	Stochastic simulation in decision problems	4	-Questioning -Debate -Working group -Conversation -Heuristic approach	Case study, homework presentation, check list
2	Simulation of the serving processes	4		
3	Simulation of the structure for the necessary to supply	4		
4	Simulation of the management and organization strategies in accordance with the predictable states of the system	2		
8.3 Laboratory Simulation of the company's business strategy		No. of laboratory hours	Teaching methods	Observations
1	Organizational elements <ul style="list-style-type: none"> <li>- Organization of the participants in teams</li> <li>- In each team, the members own the positions: general manager, technical and production manager, commercial manager, economic manager and human resources manager. Presentation of the responsibilities of each manager</li> </ul>	4	-Questioning	
2	Presentation of data for decisional simulation <ul style="list-style-type: none"> <li>- The economical-financial situation of the company in the basic year</li> <li>- Information regarding the supply, sale and marketing activities</li> <li>- Information regarding the production, research and development activities</li> <li>- Information regarding personal activities</li> <li>- Information about the organizational structure of the company</li> </ul>	6	-Questioning -Debate -Conversation	Case study
3	Drafting of the company strategy <ul style="list-style-type: none"> <li>- Drafting the global company strategy (mission, basic objectives, strategic options, resources, terms, competitive advantage)</li> <li>- Drafting of the partial strategies</li> <li>- Implementation of the strategy</li> </ul>	6	-Questioning -Debate -Working group -Conversation -Heuristic approach	Case study, homework presentation, check list
4	Taking of the decision to apply the strategy <ul style="list-style-type: none"> <li>- Typological classification of the decisions in accordance with the type of the variables that are involved, with the time horizon and the influence on the company and with the management's functions</li> </ul>	6	-Working group -Conversation -Heuristic approach	Case study, homework presentation, check list
5	Assessment of the results and rating of the participants in simulation <ul style="list-style-type: none"> <li>- Presentation of the economical-financial results of the companies simulated compared to the strategic directions</li> <li>- Assessment of the strategies that have been adopted</li> <li>- Assessment of the quality of the decisions</li> </ul> Assessment of the working environment within each team etc.	6	-Questioning -Debate -Conversation	Homework presentation
Bibliography 1. Gherasim, Z., Fusaru, D., Andronie, M. – <b>Information Systems for the Assistance of Economic Decision</b> , Fundația România de mâine Publishing House, Bucharest, 2008 2. Onete, B., Bob, C. – <b>Information Systems for Business. Excel Applications 2007</b> , ASE Publishing House, Bucharest, 2007 3. Andronie, M., Gherasim, Z., Fusaru, D. – <b>Simulations and Management Projects</b> , Fundația României de Mâine Publishing House, Bucharest, 2012 4. Rațiu-Suciu, C. – <b>Modeling and Simulation of Economic Processes. Theory and Practice. Fourth Edition</b> , Economică Publishing House, Bucharest, 2005				



5. Rațiu-Suciu, C. (coord.) – **Modeling and Simulation of Economic Processes - Syntesis**, Digital Library, ASE
6. Russu, C., Dumitrescu, M. – **The Quality of Company Management: Assessment and Interpretation**, Economică Publishing House, Bucharest, 2008
7. Pleșoianu, G. – **Diagnosis and Business Strategy**, Universitatea din Pitești Publishing House, 2003
8. Radu, I. (coord.) – **Management Simulations. Theory and Practice**, Universitară Publishing House, Bucharest, 2005
9. Radu, I., Vlădeanu, D. - **Foundation of the Complex Decisions by Simulation Methods**, Economică Publishing House, Bucharest, 2002
10. Rusu, E. - **Optimal Decisions in Management through Methods of Operational Research. Problems and Case Studies**, Economică Publishing House, Bucharest, 2001

**33. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers.**

- The precision and the accuracy in the use of the concepts and theories learned within the discipline – will meet the expectations of the epistemic/academic community representatives within the field of education sciences
- The procedural and attitudinal qualifications to be acquired through this discipline - will meet the expectations of the professional associations representatives and of the employers in the business environment.

Note: Periodically, it will be assessed the degree in which the expectations of the representatives of the academic community and of the employers regarding the professional and transversal qualifications are met by the graduates of the *Decisional Simulations* program.

**34. Evaluation**

Tip activitate	10.1 Criterii de evaluare	10.2 Metode de evaluare	10.3 Pondere din nota finală
10.4 Course	- accuracy and completeness of knowledge - logical coherence - degree of assimilation of the specialized language	- Written assessments during the semester - Final assessment	50 %
10.5 Seminar	<ul style="list-style-type: none"> <li>• Seminar activity - assessment of responses to the questions raised by the teacher and of active participation of each student in the solving of the case studies</li> <li>• Check list</li> </ul>	<ul style="list-style-type: none"> <li>• Free presentation of the student and the oral questioning in the form of dialogue</li> <li>• Testing</li> </ul>	20%
10.6 Laboratory	<ul style="list-style-type: none"> <li>• Homework – applications proposed by the teacher on the methodology of implementing the changes will be solved. The level of complying with the requirements will be assessed</li> </ul>	- Oral presentation of the homework - Oral questioning	30%
10.7 Minimum standard of performance	1. Communication of information using correctly the scientific language with respect to the field of the decisional simulations 2. Knowledge of the basic concepts pertaining to the discipline “ Decisional Simulations ” 3. The ability to use stimulating creativity capacities of the students in the diagnosis of the economic and management situations 4. Grade 5 in the final assessment		

## SYLLABUS

*Communication, Negotiation and Partnership, anul universitar: 2016 - 2017*

### 35. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics
1.3	Department	Management and Business Administration
1.4	Field of studies	Management
1.5	Cycle of studies	Master
1.6	Program of studies	Strategic Management and Business Development

### 36. Course information

2.1	Name	<i>Communication, Negotiation and Partnership</i>									
2.2	Course teacher	PhD Lecturer STANCIU TOLEA Claudia									
2.3	Seminar teacher	PhD Lecturer STANCIU TOLEA Claudia									
2.4	Year of studies	1	2.5	Semester	2	2.6	Evaluation type	V	2.7	Course type	M

### 37. Total estimated time

3.1	Number of hours per week	3	3.2	of which course	1	3.3	seminar	2
3.4	Total hours from curriculum	42	3.5	of which course	14	3.6	seminar	28
<b>Time spent on individual study distribution</b>								<b>ore</b>
Study the textbook, course support, bibliography and notes								28
Further reading in the library, on the online platforms and field								30
Preparing seminars, homework, portfolios and essays								42
Tutoring								3
Examinations								2
Other activities								3
3.7	Total hours of individual study			108				
3.8	<b>Total hours per semester</b>			<b>150</b>				
3.9	<b>Number of credits</b>			<b>6</b>				

### 38. Prerequisites (where applicable)

4.1	of curriculum	Interpersonal and organizational communication knowledge
4.2	of competences	Interpersonal communication capacity, analysis, synthesis, verbal logic reasoning, accuracy of exposed ideas, correctness in using Romanian language grammar norms

### 39. Requirements (where applicable)

5.1	for courses	The lecture room should be equipped with a video-projector.
5.2	for seminars	The seminar room should be equipped with a video-projector.

### 40. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>• C1: Evaluating opportunities and risks specific to business environment;</li> <li>• C2: Making decision scenarios and forecasting their potential impact;</li> <li>• C3: Assuming the business decision and planning its implementation;</li> <li>• C4: Applying strategic management systems under certainty, uncertainty and risk;</li> <li>• C5: Reevaluating the entrepreneurial skills in a competitive environment;</li> <li>• C6: Analyzing and interpreting market information for decision making in business;</li> <li>• C7: Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>• TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work;</li> <li>• TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness;</li> <li>• TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.</li> </ul>

### 41. Course objectives

7.1 <b>General objectives</b>	<ul style="list-style-type: none"> <li>- Understanding the concepts of communication and negotiation and the importance of their use in any business;</li> <li>- Acquiring by the students of communication skills regarding the reproducing, analysis and interpretation of messages, of the capacity to request, to refuse, to receive and to offer a constructive feedback, to deliver an optimum message and to choose the most effective communication channel;</li> <li>- Acquiring of necessary and essential knowledge to elaborate communication and negotiation strategies in business;</li> <li>- The correct use of negotiation techniques depending on partners and the negotiation style</li> </ul>
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	approached by them.
<b>7.2 Specific objectives</b>	<p><u>A. Cognitive objectives</u></p> <ul style="list-style-type: none"> <li>- Understanding the meanings of communication and negotiation and emphasizing the importance of communication in negotiation;</li> <li>- Knowing the business system, starting from a plan, understanding of the mechanism of negotiations;</li> <li>- Understanding the negotiation techniques through communication;</li> <li>- The acquired knowledge should be useful both in the enhancement of other basic subjects – economic and psychosocial – and to understand the interrelations between them;</li> <li>- Understanding the meanings of communication and negotiation and emphasizing the importance of communication in negotiation;</li> <li>- Explanation and planning of the business system to choose the appropriate negotiation method and technique;</li> <li>- Knowing of the communication and negotiation methods, of the relations between them;</li> <li>- Understanding the negotiation techniques through communication;</li> <li>- The acquired knowledge should be useful both in the enhancement of other basic subjects – economic and psychosocial – and to understand the interrelations between them;</li> </ul> <p><u>B. Procedural objectives</u></p> <ul style="list-style-type: none"> <li>- Development of personal skills and abilities to successfully support and finish a negotiation process;</li> <li>- Development of verbal, non-verbal and paraverbal communication as well as the transformational language;</li> <li>- Development of work techniques and control of emotions;</li> <li>- Development of capabilities to manage conflict situations;</li> </ul> <p><u>C. Attitudinal objectives</u></p> <ul style="list-style-type: none"> <li>- Acquiring of the skills necessary to efficiently communicate in professional situation;</li> <li>- Explaining of the practical importance of correct knowledge and in detail of this knowledge, for future activities.</li> </ul>

#### 42. Contents

8.1. Course		Hours	Teaching methods	Remarks / used resources
1	Efficient inter-human communication	1	<ul style="list-style-type: none"> <li>• lecture</li> <li>• exposition</li> <li>• heuristic conversation</li> </ul>	<p><i>computer (PowerPoint presentation)</i></p> <p>PowerPoint short presentation</p>
2	Organizational communication. Objectives and functions of communication	1		
3	Communication with the client	1		
4	Typology of clients. Behavioural types in business	1		
5	General aspects regarding negotiation – characteristics and stages	2		
6	Negotiation techniques and tactics	1		
7	Negotiation, manipulation and persuasion	1		
8	Specialist in negotiations	1		
9	Styles of negotiation	1		
10	Partnership and entrepreneurship	2		
11	Customs and protocol in negotiation	1		
12	Reviewing	1		
<p><b>Bibliography</b></p> <ol style="list-style-type: none"> <li>1. Chiru, I., - <i>Comunicarea interpersonală</i>, Tritonic Publishing House, București, 2003;</li> <li>2. Erickson ,J. -<i>Arta persuasiunii</i>, Curtea Veche Publishing House, Bucuresti 2010;</li> <li>3. Hassan, S., - <i>Manipularea în negocieri</i>, Antet Publishing House, București, 2012;</li> <li>4. Mecu, Gh. - <i>Tehnica negocierii în afaceri</i>, Genicod Publishing House, București, 2011;</li> <li>5. Minulescu, M. - <i>Comunicare organizațională</i>, Fundației România de Măine Publishing House, București, 2014;</li> <li>6. Pânișoară, I., O., - <i>Comunicarea eficientă</i>, Polirom Publishing House, Iași, 2006;</li> <li>7. Plăiaș, I.,- <i>Negocierea afacerilor</i>, Risoprint Publishing House, Cluj-Napoca, 2013;</li> <li>8. Secară, C., - <i>Comunicare și negociere comercială internațională –curs universitar-</i>, Sitech Publishing House, Craiova, 2014;</li> <li>9. Shell, G.,R., - <i>Negocierea în avantaj</i>, Codecs Publishing House, București, 2005;</li> <li>10. Stimec , A. -<i>Negocierea</i>, C.H. Beck Publishing House, București, 2011;</li> <li>11. Tătarcă, R., - <i>Tehnici de negociere și comunicare</i>, Expert Publishing House, București, 2010.</li> </ol>				
8.2. Applications: Seminar / Laboratory / Homework		Hours	Teaching methods	Remarks / used resources
1	Organizational seminar: presentation of subject objectives, of concerned competences, distribution of themes and of papers	2	<ul style="list-style-type: none"> <li>▪ Dialogue</li> <li>▪ Work in group</li> <li>▪ Exercises for interpersonal awareness based on the essay with real</li> </ul>	<p>Within the first session are established the seminar obligations of the students and are specified the</p>
2	Exercises for self-knowledge and knowledge of the interlocutor	4		
3	<ul style="list-style-type: none"> <li>• Communication with the help of reports, professional letters.</li> </ul>	4		

	<ul style="list-style-type: none"> <li>Business letters, letters of intent</li> </ul>		opponent ▪ Analysis of essays made with real opponent ▪ Presentation ▪ Analysis of presentation ▪ Presentation of papers ▪ Critical-constructive analysis of works ▪ Analysis and comments of results ▪ Proposals to improve the communication capacity	criteria which are to be used in the evaluation of the learning results  Used resources: Paper, handouts
4	Negotiation – ritual: mutual awareness, presentation of proposals and conditions	2		
5	Applications with practical examples, with elaborate registrations regarding the gestures, the mimic, the look, the voice, the punctuation	2		
6	Some specific tactics: “flash” tactic, “dictatorial” tactic, “parental” tactic, etc.	2		
7	Identification of weaknesses of partners’ argumentation	2		
8	Persuasion – Persuasion techniques	2		
9	First negotiation - job interview	4		
10	<ul style="list-style-type: none"> <li>Personality tests</li> <li>Tests aiming the negotiation capacity</li> <li>Tests aiming the communication capacity</li> </ul>	4		

## Bibliography

- Choen, H. - *Arta de a negocia*, Humanitas Publishing House, București, 2007;
- Curry, J., E. - *Negocieri internaționale în afaceri*, Teora Publishing House, București, 2000;
- Mecu, Gh. - *Tehnica negocierii în afaceri*, Genicod Publishing House, București, 2011;
- Minulescu, M. - *Comunicare organizațională*, Fundației România de Măine Publishing House, București, 2014;
- Pânișoară, I., O., - *Comunicarea eficientă*, Polirom Publishing House, Iași, 2006;
- Plăiaș, I., - *Negocierea afacerilor*, Risoprint Publishing House, Cluj-Napoca, 2013;
- Reiman, T. – *Limbajul Trupului*, Curtea Veche Publishing House, București, 2016;
- Sandu, M., - *Stiluri de negociere în comerțul internațional*, Pământul Publishing House, Pitești, 2015;
- Secară, C., - *Comunicare și negociere comercială internațională –curs universitar-*, Sitech Publishing House, Craiova, 2014;
- Shell, G.,R., - *Negocierea în avantaj*, Codecs Publishing House, București, 2005;
- Stimec, A. - *Negocierea*, C.H. Beck Publishing House, București, 2011;
- Tătarcă, R., - *Tehnici de negociere și comunicare*, Expert Publishing House, București, 2010.

#### 43. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers

- Learning correctly the specific concepts of strategies, methods and techniques of sales development in order to meet sales employers’ requirements.
- The procedural and attitudinal competencies to be acquired during this course will meet the expectations of sales employers.

Note: The University of Pitești evaluates periodically the degree of satisfaction of the employers’ representatives towards the professional and transversal competences acquired by our graduates.

#### 44. Evaluation

Activity type	10.1 Evaluation criterias	10.2 Evaluation Methods	10.3 Percentage in final mark
10.4 Course activities	the quality and consistency of treating subjects	written exam	10 %
10.5 Seminar activity Homework	analyzing student’s products and interventions during the seminars + student’s participation in project making and presentation	seminar activity + homework	90 %
10.6 Minimum requirements	Acquiring of at least the following competences: - Knowing at least 60% of the information taught at the course - Activity at the seminar of 50%.		

Completion date,  
September 29, 2016

Course teacher,  
PhD Lecturer Claudia STANCIU TOLEA

Seminar teacher,  
PhD Lecturer Claudia STANCIU TOLEA

Date of approval of the Board department,  
October 17, 2016

Head of Department,  
(provider)  
PhD Associate Professor Daniela Mihai

Head of Department,  
(recipient),  
PhD Associate Professor Daniela Mihai

## SYLLABUS

### Organizational Culture and Behavior, 2016-2017

#### 45. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	Management and Business Administration
1.4	Field of study	Management
1.5	Cycle of studies	Master
1.6	Program of studies /Qualification	Strategic Management and Business Development /Economist

#### 46. Course information

2.1	Name	Organizational Culture and Behavior									
2.2	Course teacher	PhD. Lecturer Antoniu Maria-Eliza									
2.3	Seminar teacher	PhD. Lecturer Antoniu Maria-Eliza									
2.4	Year of studies	I	2.5	Semester	II	2.6	Evaluation type	V	2.7	Course type	Mandatory

#### 47. Total estimated time

3.1	Number of hours per week	3	3.2	of which	1	3.3	S / L / P	2
3.4	Total hours from curriculum	42	3.5	of which	14	3.6	S / L / P	28
<b>Time distribution of individual study</b>								hours
Study the textbook, course support, bibliography and notes								35
Further reading in the library, on the online platforms and field								32
Preparing seminars, homework, portfolios and essays								35
Tutoring								4
Examinations								2
Other activities								-
3.7	Total hours of individual study			108				
3.8	<b>Total hours per semester</b>			150				
3.9	<b>Number of credits</b>			6				

#### 48. Prerequisites

4.1	of curriculum	Elements of management and entrepreneurial culture (studied in bachelor)
4.2	of competences	Capacities of analysis, synthesis and divergent thinking

#### 49. Requirements

5.1	for courses	- Classroom equipping with video-projector
5.2	for seminars	- Proper equipping of the seminar hall - The deadlines for homework' submission

#### 50. Specific acquired competences

Professional competences	<ul style="list-style-type: none"> <li>• C1 Evaluating opportunities and risks specific to business environment;</li> <li>• C2 Making decision scenarios and forecasting their potential impact;</li> <li>• C3 Assuming the business decision and planning its implementation;</li> <li>• C4 Applying strategic management systems under certainty, uncertainty and risk;</li> <li>• C5 Reevaluating the entrepreneurial skills in a competitive environment;</li> <li>• C6 Analyzing and interpreting market information for decision making in business;</li> <li>• C7 Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques.</li> </ul>
Transversal competences	<ul style="list-style-type: none"> <li>• TC1: Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work;</li> <li>• TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness;</li> <li>• TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.</li> </ul>

#### 51. Course objectives

7.1 <b>General objective</b>	Familiarize students with the knowledge on specific aspects of organizational culture and individual behavior in contemporary organizations, of culture types and mechanisms of individual behavior that have influences on the competitiveness of organizations.
7.2 <b>Specific objectives</b>	<u>A. Cognitive objectives</u> Knowledge of theoretical and methodological elements of culture and organizational behavior Understanding and interpretation of content; Identifying managerial nature which causes certain developments in organizational culture and behavior in specific contexts Develop students' ability of organizing and planning, analysis and synthesis Understand current realities and future trends in shaping organizational cultures and

	<p>behaviors in the context of obtaining and maintaining competitive advantage.</p> <p><b>B. Procedural objectives</b></p> <p>Ability to understand the complexity and dynamism of current organizational environment and diversity of individuals within it</p> <p>Apply gained knowledge in practical activities of the organization;</p> <p>Develop the capacity of scientific approach to process management: development of the decision-making capacity, organization, etc.</p> <p>Develop the capacity of analysis and evaluation of the organizational culture and behavior.</p> <p><b>C. Objective atitudinale</b></p> <p>Cooperation in teams, working to solve various tasks;</p> <p>Using specific methods of change and developing a competitive organizational culture and behavior</p>
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## 52. Course contents

8.1. Course		No. of course hours	Teaching methods	Observations Used resources
1	Organizational culture: concept, content, and function; influence factors; characteristics and roles of organizational culture; types of organizational culture.	2	- Lectures - Debate with imaginary opponent - Graphic organizer	<i>Power –point presentation</i>
2	Managerial culture: definition and content; managerial values; functions of the managerial culture.	2		
3.	Patterns of the organizational culture change	2		
4.	Individual and group behavior in organizations: the concept of group; typology of the groups, development stages of the groups	2		
5.	Managers and leadership	2		
6.	Conflict, power and politics in contemporary organization	2		
7.	Characteristics of organizational culture and behavior in companies from Romania	2		
<b>Bibliography:</b> <ol style="list-style-type: none"> <li>Alvesson M., Sveningsson S., <b>Changing Organizational Culture Cultural change work in progress</b>, Second edition, Routledge -Taylor &amp; Francis Books, NY, 2016;</li> <li>Clipa C., <b>Organizational behavior</b>, Comunicare.ro Publishing House, Bucharest, 2010;</li> <li>Dygart B. Ch. , A Jacobs A. R., <b>Management of Organizational culture – steps to succes</b>, Polirom Publishing House, Iași, 2006;</li> <li>Gănescu C., <b>Organizational culture and competitiveness</b>, Universitară Publishing House, Bucharest, 2011;</li> <li>Karadag E., <b>Leadership and Organizational Outcomes - Meta-Analysis of Empirical Studies</b>, Springer International Publishing, Switzerland, 2015;</li> <li>Kinicki A., Fugate M., <b>Organizational Behavior - A Practical, Problem-Solving Approach</b>, McGraw Hill-Education, NY, USA, 2016;</li> <li>Mullins J. L., <b>Management and Organizational Behavior</b> – 6th edition, Pearson Education, 2002;</li> <li>Robbins P. Sph., Judge A. Th., <b>Organizational behavior</b>, 15th edition, Pearson Education Inc., Prentice Hall, U.S.A., 2013.</li> <li>Stanciu S., <b>Organizational culture and behavior</b>, Ionescu M.A.and Comunicare.ro Publishing House, Bucharest, 2005.</li> <li>Wagner A. J., Hollenbeck R. J., <b>Organizational Behavior - securing competitive advantage</b>, 5th Edition, Routledge, Taylor &amp; Francis Group, New York, 2010.</li> </ol>				
8.2. Seminar		No. of course hours	Teaching methods	Observations Used resources
1	Organizing seminar: presentation of discipline' skills and targeted objectives; overview of the project structure and theme's distribution	1	- dialogue - discussion - Teamwork - Heuristic conversation	Case study, homework and project presentation
2	Determinants of organizational culture. Case study: management system of SC RoConstructis SA	2		
3	Identification and analysis of specific key elements of organizational culture. Case Study Chemie SA.	2		
4	The relation management culture - organizational performance. Case Study Electric Co. LTD	2		
5	Implications of leaders' vision on the managerial organizational culture within a company. Case Study	4		
6	Organizational culture: identify and analyze the types of cultures	4		
7	Values, attitudes and job satisfaction of individuals; Case study	2		
8	Conflict management strategies in organizations	4		
9	Managing diversity and differences between individuals	2		
10	Organizational climate and its impact on organizational culture	2		
11	Styles of leadership in organizations. Models of leadership.	3		
<b>Bibliography:</b>				

1. Cameron S.K, Quinn E.R., **Diagnosing and changing organizational culture**, Jossey-Bass, a Wiley Imprint , San Francisco, U.S.A., 2006
2. Everson C., Pardez D., **Organizational culture and context**, Institute of Leadership and Management, 4th edition, Pergamon Flexible Learning, Elsevier Science, 2003;
3. Jones, R. Gareth, **Organizational Theory, Design and Change – 4th edition**, Pierson, New-Jersey, 2004
4. Kinicki A., Fugate M., **Organizational Behavior - A Practical, Problem-Solving Approach**, McGraw Hill-Education, NY, USA, 2016;
5. Popescu I.D., **Organizational behavior**, A.S.E Publishing House, Bucharest, 2010;
6. Shein E., **Organizational culture and leadership**, 4th Edition, John Wiley & Sons, Inc., San Francisco, 2010;

**53. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers.**

- Procedural and attitudinal competences to be acquired in the discipline will meet employers' expectations of the economic field
- Regular meetings with the employers in order to match the content and methods teaching of the discipline and their expectations

Note: University of Pitesti regularly evaluate the satisfaction of representatives of the employers with professional and transversal competences acquired by graduates.

**54. Evaluation**

Activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final grade
10.4 Course	- The accuracy and completeness of knowledge; - Logical consistency; - The degree of assimilation of specialized language.	- Written exam, during the semester; - Final evaluation.	30 %  10%
10.5 Seminar	- active participation in the seminar, solving case studies;  - admission to degree's requirements in terms of achieving homework	- Student's free exposure; - Oral form of dialogue.  - Oral presentation of the homework and project	20%  40%
10.6 Minimum requirements	1. Communicating information using a correct scientific language of organizational culture and behavior course 2. Knowledge of the main concepts specific to organizational culture and behavior course 3. Pass note 5 at the final evaluation		

Completion date  
15.09.2016

Course teacher,  
PhD. Lecturer Antoniu Maria-Eliza

Seminar teacher,  
PhD. Lecturer Antoniu Maria-Eliza

Approval date in Department Council,  
30.09.2016

Head of Department,  
(provider)  
PhD Associate Professor Daniela Mihai

Head of Department,  
(beneficiary),  
PhD Associate Professor Daniela Mihai

## FIȘA DISCIPLINEI

**Business development strategies through projects, 2016-2017**

### 55. Program information

1.1	Higher education institution	University of Pitești
1.2	Faculty	Faculty of Economics and Law
1.3	Department	<b>Management and Business Administration</b>
1.4	Field of studies	<b>Management</b>
1.5	<b>Cycle of studies</b>	Master
1.6	Program of studies / qualification	<b>Strategic Management and Business Development / Manager</b>

### 56. Course information

2.1	Name	<b>Business development strategies through projects</b>									
2.2	Course teacher	<b>PhD Assistant Professor Doruleț GRĂDINARU</b>									
2.3	Seminar teacher	<b>PhD Assistant Professor Doruleț GRĂDINARU</b>									
2.4	Year of studies	I	2.5	Semester	II	2.6	Evaluation type	E	2.7	Course type	M

### 57. Total estimated time

3.1	Number of hours per week	4	3.2	of which course	2	3.3	Project	2
3.4	Total hours from curriculum	56	3.5	of which course	28	3.6	Project	28
<b>Time distribution for individual study</b>								169
Study the textbook, course support, bibliography and notes								40
Further reading in the library, on the online platforms and field								62
Preparing seminars, homework, portfolios and essays								61
Tutoring								2
Examinations								2
Other activities								2
3.7	Total hours of individual study			169				
3.8	<b>Total hours per semester</b>			<b>225</b>				
3.9	<b>Number of credits</b>			<b>9</b>				

### 4. Prerequisites (where appropriate)

4.1	of curriculum	Management Management simulations and projects
4.2	of competences	Capacity of analysis, synthesis, divergent thinking

### 5. Requirements (where appropriate)

5.1	for courses	Endowment of the lecture rooms with video projectors
5.2	for seminars	This is not the case

### 6. Specific acquired competences

Professional competences	C1 Evaluating opportunities and risks specific to business environment C2 Making decision scenarios and forecasting their potential impact C3 Assuming the business decision and planning its implementation C4 Applying strategic management systems under certainty, uncertainty and risk C5 Reevaluating the entrepreneurial skills in a competitive environment C6 Analyzing and interpreting market information for decision making in business
Transversal competences	TC1 Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work; TC2 Planning, organizing and allocating resources of a company in order to increase its competitiveness; TC3 Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment.

### 7. Course objectives

7.1	General objective	Presenting the concepts, principles and basic notions specific to the system of project management.
7.2	Specific objectives	A. Cognitive objectives 1. Knowing and understanding different basic concepts, components and characteristics of project management; 2. Operating with ADS, CPM and PERT methods in the timing projects;



	<p>3. Explaining and interpreting the basic project management issues from the systemic perspective;</p> <p>4. Understanding the project manager's role in coordinating projects.</p> <p>B. Procedural objectives</p> <p>1. Developing certain skills to explain and interpret the programs and processes within a project, using a systemic approach;</p> <p>2. Presenting and learning the main ways to implement project management and to optimize costs according to project objectives;</p> <p>3. Identifying some concrete situations to apply the marketing mix in project management.</p> <p>C. Attitudinal objectives</p> <p>1. Ability to work in a team</p> <p>2. Respect in the rules of professional deontology based on explicit value</p>
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### 8.Course contents

8.1. Course		No. of course hours	Teaching methods	Observations
1	Project management - definition, classification. Types of programs and projects	2	- lecture - debate with fictitious opponent - graphic organizer	(Other) resources used: Short presentations in Power Point for the stimulation of the reflection
2	Project management in organizational context	2		
3	Project identification and setting its goals	2		
4	Time management	4		
5	<b>Project cost management</b>	4		
6	Project quality management	4		
7	Project team management	2		
8	Communication management	2		
9	Risk management in projects	4		
10	Managing material resources and acquisitions for projects	2		

#### Bibliography

1. Grigorescu, A. , **The Practice of Project Management**, Uranus Publishing House, Bucharest, 2008
2. Grigorescu, A., **Project Management**, Uranus Publishing House, Bucharest, 2007
3. Grigorescu, A. , Jordan, M., **Promoting Interdisciplinary Scientific Research in Public and Private Business**, Expert Publishing House, Bucharest, 2007
4. Grigorescu, A. , **Project Management - Utility, Methodology, Finality**, Politeia SNSPA Publishing House, Bucharest, 2005
5. Lefter, C. , **Romania's Treaty of Adhesion to the U.E.**, Best Publishing House, Bucharest, 2006
6. Radu, V.(coord.) , **Project Management**, University Publishing House, Bucharest, 2008
7. Simionescu, A., Bușe, F., Bud, N., **Project Management**, Economică Publishing House, Bucharest, 2008
8. Radu, V., Bănașcu, S.C., Dobrea, R.C., Simion, C.P., **Project Management** ,Universitară Publishing House, Bucharest, 2010
9. Kerzner, H. - **Project management. Systemic approach**, Codecs Publishing House, 2011
10. Constantinescu, D., **Project management. Fundamentals, methods and techniques** , Sitech Publishing House, Craiova, 2009
11. Le Dantec, Tanguy, **Project management examples**, CH Beck Publishing House, Bucharest , 2009
12. Ionescu, M., Vasilescu, M., Teresneu, C., **Math management and project management**, Matrixrom Publishing

House, Bucharest, 2013				
13. Postăvaru, N., <b>Decision and forecasting</b> , Matrixrom Publishing House, Bucharest, 2014				
14. Newton, R., <b>Project management – step by step</b> , Meteor Press Publishing House, Bucharest , 2008				
14. Grădinaru, D., <b>Business development strategies through projects</b> , Lecture Notes in Electronic Form, 2015				
8.2. Project		No. of seminar hours	Teaching methods	Observations
1	<b>Presentation of the company</b> 1.1. Object of activity 1.2. Characterization of the products (services) of the company 1.3. Structural organization 1.4. Possible changes that took place within the company 1.5. Economical-financial situation	1 1 2 2 2		
2	<b>Application of the methodology for the implementation of project management in organizational context</b> 2.1. Project identification and setting its goals 2.2. Time management 2.3. Project cost management 2.4. Project quality management 2.5. Risk management in project	2 4 4 2 4	-Questioning -Debate -Working group -Conversation -Heuristic approach	Case study, homework presentation, check list
3	<b>Proposals for the increase of the efficiency of the company by emphasizing the creative side of the management</b>	4		
Bibliography				
1. Grigorescu, A. , <b>Project Management - Utility, Methodology, Finality</b> , Politeia SNSPA Publishing House, Bucharest, 2005				
2 . Kerzner, H. - <b>Project management. Systemic approach</b> , Codecs Publishing House, 2011				
3. Radu, V., Bănaçu, S.C., Dobrea, R.C., Simion, C.P., <b>Project Management</b> ,Universitară Publishing House, Bucharest, 2010				
4. Le Dantec, Tanguy, <b>Project management examples</b> , CH Beck Publishing House, Bucharest , 2009				
5. Grădinaru, D., <b>Business development strategies through projects</b> , Lecture Notes in Electronic Form, 2015				
6. Newton, R., <b>Project management – step by step</b> , Meteor Press Publishing House, Bucharest , 2008				

### 9. Course contents corroboration with the demands of epistemic community representatives, professional associations and related employers.

- The precision and the accuracy in the use of the concepts and theories learned within the discipline – will meet the expectations of the epistemic/academic community representatives within the field of education sciences
- The procedural and attitudinal qualifications to be acquired through this discipline - will meet the expectations of the professional associations representatives and of the employers in the business environment.

Note: Periodically, it will be assessed the degree in which the expectations of the representatives of the academic community and of the employers regarding the professional and transversal qualifications are met by the graduates of the *Business development strategies through projects* program

### 10. Evaluation

Tip activitate	10.1 Criterii de evaluare	10.2 Metode de evaluare	10.3 Pondere din nota finală
10.4 Course	- accuracy and completeness of knowledge - logical coherence - degree of assimilation of the specialized language	- Written assessments during the semester - Final assessment	50 %
10.5 Project	• Periodical assessment  Project – Application of the methodology for the implementation of project management in organizational context	• Free presentation of the student and the oral questioning in the form of dialogue  - Oral presentation of the homework -Oral questioning	20%  30%
10.6 Minimum standard of performance	1. Communication of information using correctly the scientific language with respect to the field of project management 2. Knowledge of the basic concepts pertaining to the discipline “ Business development strategies through projects ”		

	3. The ability to use the methods of stimulating creativity in the utility and methodology of projects 4. Grade 5 in the final assessment
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Completion date,  
15.09.2016

Course teacher,  
PhD Associate Professor  
Doruleț GRĂDINARU

Seminar teacher,  
PhD Associate Professor  
Doruleț GRĂDINARU

Approval date in department,  
30.09.2016

Head of Department  
(provider)  
PhD Associate Professor  
Daniela Mihai

Head of Department,  
(beneficiary)  
PhD Associate Professor Daniela MIHAI