

SYLLABUS

Management Methods and Techniques, 2021-2022

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. Course information:												
2.1	Name					Management Methods and Techniques						
2.2	Course teacher					PhD Lecturer Smaranda TOMA						
2.3	Seminar teacher					PhD Lecturer Smaranda TOMA						
2.4	Year of studies	I	2.5	Semester	I	2.6	Evaluation type	Examination	2.7	Course type	mandatory	

3. Total estimated time

3.1	Number of hours per week	3	3.2	of which course	1	3.3	S / L / P	2
3.4	Total hours from curriculum	42	3.5	of which seminar	14	3.6	S / L / P	28
Time distribution								hours
Study the textbook, course support, bibliography and notes								40
Further reading in the library, on the online platforms and field								50
Preparing seminars, homework, portfolios and essays								50
Tutoring								10
Examinations								6
Other activities								2
3.7	Total hours of individual study			158				
3.8	Total hours per semester			200				
3.9	Number of credits			8				

4. Prerequisites

4.1. of curriculum	The basics of Management, studied during the Bachelor cycle.
4.2. of competences	analysis, synthesis, divergent thinking

5. Requirements

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 and at least 10 computers.

6. Specific acquired competences

Professional competences	C1 Evaluating opportunities and risks specific to business environment in order to design organizational changes - 2 CP C2 Making decision scenarios and forecasting their potential impact – 2 CP C3 Applying strategic management systems under certainty, uncertainty and risk – 1 CP C4 Revaluating the entrepreneurial skills in a competitive environment – 1 CP C5 Analyzing and interpreting market information for decision making in business – 1CP C6 Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques – 1 CP
Transversal competences	

7. Course objectives (based on the specific acquired competences)

7.1. General objective	The course <i>Management Methods and Techniques</i> transmits the students the necessity of understanding and applying the managerial methods and techniques to run a business effectively and efficiently.
7.2. Specific objectives	<i>A. Cognitive objectives</i> 1. Defining correctly the subject Management Methods and Techniques and establishing its relations with other economic sciences; 2. Knowing and understanding the functions of the methodological-managerial subsystem, as well as of the relations between this and the other subsystems of the management system;

	<p>3. Learning how to design and implement management methods and techniques; 4. Highlighting the typical managerial situations where each method and technique is recommended.</p> <p><i>B. Procedural objectives</i></p> <p>1. Drafting a team project; 2. Solving applications and case studies for each method and technique; 3. Developing a systemic vision to create and use managerial tools; 4. Using self-assessment learning methods.</p> <p><i>C. Attitudinal objectives</i></p> <p>1. Respecting the rules of professional deontology, based on explicit value options of a specialist in management; 2. Cooperation and teamwork to solve various job tasks; 3. Using specific methods to develop plans of personal and professional development.</p>
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8. Contents

8. Contents

8.1. Course		No. of hours	Teaching methods	Observations Resources
1	Introduction to management methods and techniques 1.1. The concepts of management methods and techniques 1.2. Typology of management methods and techniques 1.3. The methodological-managerial system 1.4. Design and analysis methodologies of the management system	2	Lecture Heuristic conversation Problem solving	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	General management systems and methods 2.1. Management by objectives 2.2. Product management 2.3. Budget management 2.4. Management by exception 2.5. Participative management 2.6. Project management 2.7. Profit center management	4	Explanation Debate	
3	Specific management methods and techniques 3.1. The diagnostic method 3.2. The meeting 3.3. The delegation 3.4. The dashboard	2		
4	Methods and techniques to stimulate staff creativity 4.1. The brainstorming 4.2. The Philips 66 method 4.3. The synectic 4.4. The matrix of discoveries 4.5. The Delbecq method 4.6. The Delphi method	2		
5	Cost management methods and techniques 5.1. The method by orders 5.2. The normative method 5.3. The car-hour-machine method (THM) 5.4. The cost-time-production system 5.5. The value analysis	2		
6	World trends of the methodological-managerial approach 6.1. Extensive proliferation of the management systems, methods and techniques 6.2. Increasing the degree of sophistication of the methodological-managerial elements 6.3. Increasing computerization of managerial tools 6.4. Outlining a participatory dimension of the methodological-managerial system of the organization 6.5. The ascendancy of methodological-managerial elements with a strong motivational content 6.6. Setting up a strong systemic vision in designing and using managerial tools 6.7. Professionalization in implementing managerial tools	2		
Bibliography: Barjou B. Manager par projet. ESF Editeur. Paris. 2008				

Burduș E., Popa I., Management, Editura Pro Universitaria, București, 2003.
 Chauvet A., Methodes de management, Editions d'organisations, Paris, 1997.
 Cole G., Management. Teorie și practică. IEP Știința, Chișinău, 2006.
 Cruceru A., Sisteme, metode și tehnici de management: note de curs, Editura Universitară, București, 2015.
 Darell K., Management Tools. An executive's guide, Bain & Company Inc., Boston, MA, 2015.
 Dalotă D., Bărgan L., Management general, Editura Pro Universitaria, București, 2019.
 Gheorghe Moisii Maria, Târziu Eugenia, Managementul strategic al dezvoltării durabile în organizații (Strategic Management of Sustainable Development in Organizations), Romanian Journal of Information and Automation, vol. 22, nr. 1, p. 45-60, 2012.
 Grădinaru P., Management methods and techniques – conceptual and practical aspects, suport de curs in format electronic, 2017.
 Nicolescu C., Strategii manageriale de firma, Editura Olimp, 2005.
 Nicolescu O., Verboncu I., Managementul organizației, Editura Economică, București, 2008.
 Nicolescu O., Verboncu I., Plumb I., Vasilescu I., Abordări moderne în managementul și economia organizației, Editura Economică, București, 2003.
 Nicolescu O. (coord.), Sisteme, metode și tehnici de management, Editura Economică, București, 2000.
 Nicolescu O., Managementul întreprinderilor mici și mijlocii, Editura Economică, București, 2001.
 Nicolescu O., Verboncu I., Metodologii manageriale, Editura Universitară, București, 2008.
 Nicolescu O., Managementul organizației, Editura Economică, București, 2017.
 Olaru Marieta, Schweig, K., H., Sandru, D., Qualitätsmanagement in Business, 2. Auflage, Economic Publishing House, Bucharest, 2012.

8.2. Seminar		No. of hours	Teaching methods	Observations Resources
1	Case studies on management by objectives and project management	4	Conversation Problem solving	Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.)
2	Decision methods and techniques under certainty: additive method, global utility method, ELECTRE method, ONICESCU method, K coefficient method	4		
3	Decision-making methods and techniques under uncertainty: pessimistic technique, Hurwicz technique, Bayes-Laplace technique, regret minimization technique	4	Reflection exercises	
4	Decision-making methods and techniques in risk conditions: the method of mathematical hope, the method of the decision tree	4	Debate	
5	Methods and techniques for optimizing group decisions: the three-dimensional ELECTRE method	4	Explanation	Computer assisted instruction, modeling
6	Other methods to correlate the organization strategy with the management system: the SWOT analysis, the dashboard techniques, the ORTID technique, the BCG matrix, the brainstorming	4	Teamwork	
7	Debates and case studies on managers' decisional and operational involvement in implementing the methodological-managerial system	4	Project presentations	

Bibliography:

Barlett C., Ghosal S., Marix Management, not a Structure, a Frame of Mind, Harvard Business Review, no. 4, 1990.
 Darrell K. Rigby, Bain & Company, Inc. Boston, SUA, 2015, http://www.bain.com/Images/BAIN_GUIDE_Management_Tools_2015_executives_guide.pdf
 Florescu Margareta et al., Managementul proiectelor. Dezvoltare durabilă (suport de curs) Project Management. Sustainable Development (course support), University Babeș-Bolyai Cluj-Napoca.
 Gheorghe Moisii Maria, Târziu Eugenia, Managementul strategic al dezvoltării durabile în organizații (Strategic Management of Sustainable Development in Organizations), Romanian Journal of Information and Automation, vol. 22, nr. 1, p. 45-60, 2012.
 Kaplan R.S., Norton, D.P., Using the Balanced Scorecard as a Strategic Management System, Harvard Business Review, 2007.
 Nicolescu O., Popa I., Dumitrașcu D., Studii de caz relevante privind managementul organizațiilor din România, Editura Pro Universitaria, București, 2017.
 **** Principles of Management, University of Minnesota Libraries Publishing, <http://open.lib.umn.edu/principlesmanagement/>, 2011.

* NOTES:

1. The seminars consists of projects, direct interventions, debates, teamwork etc., activities considered in the final evaluation.
2. The projects are conducted in teams.

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

- the accuracy of using concepts and theories learned during this course will meet employers' requirements;
- the procedural and attitudinal competencies to be acquired during this course will meet the expectations of business professional associations and 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.

10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	- written exam: the quality and consistency of treating subjects; - logical coherence; - assimilation degree of the specialized language.	Final evaluation	50%
10.5 Seminar	- active participation during the seminars, solving the case studies;	Evaluating student's products and interventions during the seminars	20%
	- compliance with the requirements of the project .	Evaluating student's participation in project making and presentation	30%
10.6 Minimum performance standard	Minimum requirements for the pass mark 5: achieving the following minimum skills: A1, B1, B2, C1.		

Completion date,
September 15th, 2021

Course teacher,
PhD Lecturer Smaranda TOMA

Seminar teacher,
PhD Lecturer Smaranda TOMA

Approval date in
Department Council,
September 30th, 2021

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

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

SYLLABUS
Business Development Strategies through Projects
2021-2022

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. Course information											
2.1	Name					Business Development Strategies through Projects					
2.2	Course teacher					PhD Lecturer Elena JIANU					
2.3	Seminar teacher					PhD Lecturer Elena JIANU					
2.4	Year of studies	I	2.5	Semester	I	2.6	Evaluation type	colloquy	2.7	Course type	mandatory

3. Total estimated time

3.1	Number of hours per week	3	3.2	of which course	2	3.3	Project	1
3.4	Total hours from curriculum	42	3.5	of which course	28	3.6	Project	14
Time distribution for individual study								hours
Study the textbook, course support, bibliography and notes								50
Further reading in the library, on the online platforms and field								40
Preparing seminars, homework, portfolios and essays								50
Tutoring								10
Examinations								6
Other activities								2
3.7	Total hours of individual study	158						
3.8	Total hours per semester	200						
3.9	Number of credits	8						

4. Prerequisites

4.1	of curriculum	The basics of Economics and Management
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	The seminar room should be equipped with a video-projector and computers

6. Specific acquired competences

Professional competences	C1. Evaluating opportunities and risks specific to business environment in order to design organizational changes – 1 CP; C2. Making decision scenarios and forecasting their potential impact – 1 CP; C3. Applying strategic management systems under certainty, uncertainty and risk – 1 CP; C5. Analyzing and interpreting market information for decision making in business – 1 CP; C6. Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques – 1 CP.
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 – 2 CP; TC2 - Planning and organizing human resources within a group or an organization, being aware of the responsibility for professional results – 1 CP.

7. Course objectives(based on the specific acquired competences)

7.1 General objective	The course Business Development Strategies through Projects transmits the students the need to implement sustainable development strategies and policies, evaluated in a coordinated way and taken into account in decision making. 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; 3. Explaining and interpreting the basic project management issues from the systemic perspective; 4. Understanding the project manager's role in coordinating projects.

	<p><i>B. Procedural objectives</i></p> <ol style="list-style-type: none"> 1. Developing certain skills to explain and interpret the programs and processes within a project, using a systemic approach; 2. Presenting and learning the main ways to implement project management and to optimize costs according to project objectives; 3. Identifying some concrete situations to apply the marketing mix in project management. <p><i>C. Attitudinal objectives</i></p> <ol style="list-style-type: none"> 1. Ability to work in a team 2. Respect in the rules of professional deontology based on explicit value
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8.Contents

8.1. Course		No. of hours	Teaching methods	Observations Resources
1	STRATEGY AND STRATEGIC MANAGEMENT OF THE COMPANY. FORMULATION OF COMPANY STRATEGIES 1.1 Formulation of strategies at the overall level of firms 1.2. Formulation of business strategies	2	<ul style="list-style-type: none">- lecture- debate with fictitious opponent- graphic organizer	(Other) resources used: Short presentations in Power Point for the stimulation of the reflection
2	DIAGNOSTIC ANALYSIS SUPPORTS THE STRATEGY OF THE COMPANY STRATEGY 2.1. Preparing for diagnosis 2.2. Preliminary documentation 2.3. Analysis of economic and managerial viability	2		
3	DETERMINING THE POTENTIAL FOR ECONOMIC AND MANAGERIAL VIABILITY 3.1 The ALTMAN model 3.2 The Model of Criteria for Assessing Managerial Economic Performance 3.3The matrix model for assessing internal and external factors	2		
4	STRATEGIES IN THE FIELD OF RESEARCH AND DEVELOPMENT. TECHNOLOGY PERFECTION STRATEGIES 4.1 From research-development strategies to innovation strategies 4.2 Company C & D & Innovation Strategies: Influence and Typology Factors 4.3 Strategies for improving technology	4		
5	QUALITY STRATEGIES. STAFF DEVELOPMENT STRATEGIES 5.1 Quality and quality strategy at the firm level 5.2 Designing training and development programs 5.3 Implementing training and development programs 5.4 Training and development strategies	4		
6	COMPETITIVE STRATEGIES SPECIFIC TO THE COMPANY 6.1 Offensive strategies and defensive strategies 6.2 Situational strategies according to the competitive position of the firm	4		
7	METHOD C.P.M (CRITICAL PATH METHOD) 7.1 GENERALITIES 7.2. RULES FOR BUILDING THE GRAPH NETWORK 7.3 PROJECT PARAMETERS C.P.M.	4		
8	POTENTIAL METRA METHOD (M.P.M) 8.1 GENERALITIES 8.2. NETWORK SETTING RULES AoN 8.3 PRIORITY DIAGRAMS	2		
9	METHOD P.ER.T. (Program Evaluation and Review Technique) 9.1 Fundamental notes of integral calculation and theory of probabilities. 9.2 Method P.E.R.T.	4		
Bibliography <ul style="list-style-type: none">1. Grădinaru, D., Business development strategies through projects, Lecture Notes in Electronic Form, 20172. Passenheim, O., Project management, Ventus Publishing, http://www.sterrenstages.nl/uploads/projectmanagement.pdf, 20093. KENDRICK, TOM, Identifying and managing project risk: Essential tools for failure proofing your project., New York : Amacom, 20094. PROJECT MANAGEMENT PRINCIPLES, www.free-management-ebooks.com, 20135. James A. Brickley, Clifford W. Smith, Jerold L. Zimmerman, Managerial economics and organizational architecture. McGraw-Hill / Irwin, 2009				

6. JOSEPH HEAGNEY, Fundamentals of Project Management, American Management Association, 1601 Broadway, New York, NY 10019, 2012, https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15_Detwiler_Resources.pdf				
8.2. Project		No. of hours	Teaching methods	Observations Resources
1	Presentation of the company 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 1 1 1	-Questioning -Debate -Working group -Conversation -Heuristic approach	Case study, homework presentation, check list
2	Application of the methodology for the implementation of project management in organizational context 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 2 2 1 1		
3	Proposals for the increase of the efficiency of the company by emphasizing the creative side of the management	1		
Bibliography 1. Grădinaru, D., Project guide – drafting a business development project, material didactic pe suport electronic, 2017 2. Passenheim, O., Project management, Ventus Publishing, http://www.sterrenstages.nl/uploads/projectmanagement.pdf , 2009 3. KENDRICK, TOM, Identifying and managing project risk: Essential tools for failure proofing your project., New York : Amacom, 2009 4. PROJECT MANAGEMENT PRINCIPLES, www.free-management-ebooks.com , 2013 5. James A. Brickley, Clifford W. Smith, Jerold L. Zimmerman, Managerial economics and organizational architecture, McGraw-Hill / Irwin, 2009				

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

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	- accuracy and completeness of knowledge - logical coherence - degree of assimilation of the specialized language	- Written assessments during the semester - Final assessment	20% 30 %
10.5 Project	<ul style="list-style-type: none"> Attendance and periodical assessment Project – Application of the methodology for the implementation of project management in organizational context 	<ul style="list-style-type: none"> 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 performance standard	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		

Completion date,
September 18th, 2021

Course teacher,
PhD. Lecturer Elena JIANU

Seminar / Project teacher,
PhD. Lecturer Elena JIANU

Approval date in
department,
September 30th, 2021

Head of Department
(provider)
PhD Associate Professor Daniela Mihai

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

SYLLABUS

Strategic Career Management and Employees' Development 2021-2022

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. 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	E	2.7	Course type	Mandatory	

3. Total estimated time

3.1	Number of hours per week	3	3.2	of which course	1	3.3	<u>S</u> / L / P	2
3.4	Total hours from curriculum	42	3.5	of which course	14	3.6	<u>S</u> / L / P	28
Time distribution of individual study								hours
Study the textbook, course support, bibliography and notes								56
Further reading in the library, on the online platforms and field								42
Preparing seminars, homework, portfolios and essays								42
Tutoring								6
Examinations								4
Other activities								8
3.7	Total hours of individual study	158						
3.8	Total hours per semester	200						
3.9	Number of credits	8						

4. Prerequisites

4.1	of curriculum	Elements of Management and Human Resources Management
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	C1. Evaluating opportunities and risks specific to business environment in order to design organizational changes – 1 CP; C4. Reevaluating the entrepreneurial skills in a competitive environment – 1 CP.
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 – 1 CP; TC2 - Planning and organizing human resources within a group or an organization, being aware of the responsibility for professional results – 3 CP; 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 – 2 CP.

7. Course objectives

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

8.1. Course		No. of hours	Teaching methods	Observations 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		
Bibliography:				
1. Antoniu Eliza, Strategic management of employees' career and development , suport de curs in format electronic, 2017;				
2. ARMSTRONG, MICHAEL; TAYLOR, STEPHEN, Armstrong's Handbook of Human Resource Management Practice . 14th Edition, 2017				
3. HUNSAKER, PHILLIP L; HUNSAKER, JOHANNA, Managing people , London : Dorling Kindersley, 2015				
4. CIPD, Managing careers for organizational capability , London: Chartered Institute of Personnel and Development, 2011;				
5. CIPD, Career Management – a Guide , London: Chartered Institute of Personnel and Development, 2004;				
6. Citrin James M., The career playbook , Crown Business, Penguin Random House LLC, Ny, U.S.A., 2015;				
7. Gilley A., Gilley W. J., Quatro A. S., Dixon P., The Praeger Book of Human Resource Management , Praeger Publishers, USA, 2009;				
8. Noe A. R., Hollenbeck R. J., Wright P.,Gerhart B., Fundamentals of Human Resource Management – 3rd Edition , McGraw Hill Company, London ,2008;				
9. Noe A. R., Employee Training and Development , 5th Edition, McGraw-Hill, NY, U.S.A., 2010;				
10. Vlăsceanu M., Career management. Learning to build a career , Comunicare.ro Publishing House, Bucharest, 2002;				
11. Yarnall J., Strategic Career Management: Developing your talent , Elsevier Ltd., Oxford, UK, 2008;				
12. Watson M., McMahon M., Career Assesement – Qualitative Approaches , Sense Publishers, Rotterdam, The Netherlands, 2015;				
13. Werner M. J., DeSimone L.R., Human Resource Development – 5th Edition , South Western - Cengage Learning Publishing House, U.S.A., 2009;				
8.2. Seminar		No. of hours	Teaching methods	Observations 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		

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

SYLLABUS

Rhetoric and Argumentation in the Organizational Environment: Strategies and Situations

2021-2022

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					Rhetoric and Argumentation in the Organizational Environment: Strategies and Situations						
2.2	Course teacher					-						
2.3	Seminar teacher					PhD Lecturer Smaranda TOMA						
2.4	Year of studies	I	2.5	Semester	I	2.6	Evaluation type		colloquy	2.7	Course type	mandatory

3. Total estimated time

3.1	Number of hours per week	2	3.2	of which course	-	3.3	S / L / P	2
3.4	Total hours from curriculum	28	3.5	of which course	-	3.6	S / L / P	28
Time distribution								hours
Study the textbook, course support, bibliography and notes								20
Further reading in the library, on the online platforms and field								20
Preparing seminars, homework, portfolios and essays								20
Tutoring								4
Examinations								4
Other activities								4
3.7	Total hours of individual study	72						
3.8	Total hours per semester	100						
3.9	Number of credits	4						

4. Prerequisites

4.1. of curriculum	Business English, Business Communication
4.2. of competences	analysis, synthesis, divergent thinking

5. Requirements

5.1. for courses	-
5.2. for seminars	The seminar room should be equipped with a video-projector and one computer (laptop) with speakers.

6. Specific acquired competences

Professional competences	
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 – 1 CP; TC2 - Planning and organizing human resources within a group or an organization, being aware of the responsibility for professional results – 1 CP; 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 – 2 CP.

7. Course objectives (based on the specific acquired competences)

7.1. General objective	<p>In the current context of economic globalization, communication in an international language becomes imperative. Rhetoric is the art of effective or persuasive speaking or writing, especially the use of figures of speech and other compositional techniques.</p> <p>This seminar helps students improve their written and oral communications so they will be better equipped to accomplish their educational and professional goals. Students master effective business communication in multiple forms: from written materials to oral interviews and command of body language.</p>
7.2. Specific objectives	<p>While covering the primary forms of business writing (memos, cover letters, resumes, proposals, PowerPoint presentations, and analytical reports), we focus on developing clear sentences, coherent paragraphs, and well-organized documents. Students master the elements of business rhetoric and become adept at strategies for successfully conveying valuable knowledge and a leadership vision that persuades readers and motivates organizations.</p> <p>Beyond the Aristotelian rules of communication, students learn powerful and innovative techniques drawn from multiple sources, including media, quantitative and visual narratives. Each student produces written projects and oral presentations, and each student receives critical feedback and individual support.</p>

8. Contents

8.2. Seminar		No. of hours	Teaching methods	Observations Resources
1.	INTRODUCTION IN BUSINESS RHETORIC AND ARGUMENTATION 1.1. Reading: Business Rhetoric and Argumentation 1.2. Role-plays and Video: Greetings and Introductions 1.3. Vocabulary Practice 1.4. Comprehension Check 1.5. Assessment	2	Conversation Listening, reading, writing and vocabulary exercises, role-plays, comprehension questions, individual work	Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.) Computer assisted instruction, modeling
2.	THE ORGANIZATIONAL ENVIRONMENT 2.1. Reading: The Organizational Environment 2.2. Vocabulary Practice 2.3. Comprehension Check 2.4. Assessment	2	Reflection exercises	
3.	RHETORICAL ANALYSIS IN BUSINESS NEGOTIATION 3.1. Reading: Negotiation Principles, Strategies and Techniques 3.2. Role-plays and Video: Persuade a Customer 3.3. Vocabulary Practice 3.4. Comprehension Check 3.5. Assessment	2	Debate Explanation Teamwork	
4.	MANAGEMENT AND TEAM DEVELOPMENT 4.1. Reading: The Role of Management 4.2. Vocabulary Practice and Organization Charts 4.3. Role-plays and Video: Orientation to a New Job 4.4. Role-plays and Video: Teamwork 4.5. Role-plays and Video: Obtain Help 4.6. Role-plays and Video: Networking 4.7. How do you typically contribute to teamwork? The Belbin Questionnaire	6	Project presentations Demonstration using specific teaching materials	
5.	COMMUNICATION PRACTICES ON FINANCE, BANKING AND ACCOUNTING 5.1. Reading: the Letter of Credit 5.2. Reading: Read a Bank Statement 5.3. Role-plays and Video: Request a Wire Transfer 5.4. Role-plays and Video: Talk with Bank Personnel 5.5. Vocabulary Practice 5.6. Comprehension Check: Reading and Writing Large Numbers 5.7. Assessment	6		

6.	WRITING BUSINESS LETTERS 6.1. How to Set Up a Business Letter: The Lay-Out of a Business Letter/ Formats. The Parts of a Business Letter. The Model of a Business Letter and its Main Structural Parts 6.2. Vocabulary 6.3. Comprehension Check 6.4. Vocabulary Practice 6.5. Assessment	4		
7.	ELEMENTS OF THE EMPLOYMENT FILE 7.1. Reading: A Job Advertisement, Draft a Cover Letter, Review a Resume 7.2. Vocabulary 7.3. Comprehension Check 7.4. Vocabulary Practice 7.5. Assessment	4		
8.	THE INTERVIEW STRATEGY 8.1. Reading: The Interview Strategy 8.2. Role-plays and Video: A Job Interview 8.3. Vocabulary 8.4. Comprehension Check 8.5. Vocabulary Practice 8.6. Assessment	2		

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1. Ashley, A., 2003, Oxford Handbook of Commercial Correspondence (New Edition), Oxford University Press.
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4. Fahnestock Jeanne, 2011, Rhetorical Style: the Uses of Language in Persuasion, Oxford University Press.
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12. *** English for Meetings. Oxford Express Series, Oxford University Press.
13. *** English for Negotiating. Oxford Express Series, Oxford University Press.
14. *** English for Presentations. Oxford Express Series. Oxford University Press.
15. *** Business Communication, Harvard Business School Essentials, Harvard Business School Press.
16. *** , 2006, Encyclopedia of Rhetoric, Oxford University Press.
17. *** , 2011, Cambridge Business English Dictionary, Cambridge University Press.
18. *** , 2011, International Business English Dictionary, Harper Collins Publishers: Glasgow.

*** NOTES:**

1. The seminars consists of projects, direct interventions, debates, teamwork etc., activities considered in the final evaluation.
2. The projects are conducted in teams.

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

- the accuracy of using concepts and theories learned during this course will meet employers' requirements;
- the procedural and attitudinal competencies to be acquired during this course will meet the expectations of business professional associations and 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.

10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	-	-	-
10.5 Seminar	- attendance and participation during the seminars; - assimilation degree of specialized language;	Evaluating student's products and interventions during the seminars	50%
	- compliance with the requirements of the project ;	Evaluating student's participation in project making and presentation	20%
	- an oral and written examination: the quality and consistency of treating subjects.	Colloquy	30%
10.6 Minimum performance standard	Minimum requirements: the pass mark 5 is granted provided that the student demonstrate mastery of basic knowledge of rhetoric and argumentation in business, throughout the semester.		

Completion date,
September 17th, 2021

Seminar teacher,
PhD Lecturer Smaranda TOMA

Approval date in
Department Council,
September 30th, 2021

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

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

SYLLABUS

Ethics and Academic Integrity

2021-2022

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. Course information:											
2.1	Name					Ethics and Academic Integrity					
2.2	Course teacher					PhD Lecturer Crenguța Ileana SINISI					
2.3	Seminar teacher					-					
2.4	Year of studies	I	2.5	Semester	I	2.6	Evaluation type	E	2.7	Course type	mandatory

3. Total estimated time

3.1	Number of hours per week	1	3.2	of which course	1	3.3	S / L / P	-
3.4	Total hours from curriculum	14	3.5	of which course	14	3.6	S / L / P	-
Time distribution								hours
Study the textbook, course support, bibliography and notes								10
Further reading in the library, on the online platforms and field								10
Preparing seminars, homework, portfolios and essays								10
Tutoring								3
Examinations								2
Other activities								1
3.7	Total hours of individual study	36						
3.8	Total hours per semester	50						
3.9	Number of credits	2						

4. Prerequisites

4.1. of curriculum	-
4.2. of competences	analysis, synthesis, divergent thinking

5. Requirements

5.1. for courses	The lecture room should be equipped with a video-projector and at least 10 computers.
5.2. for seminars	-

6. Specific acquired competences

Professional competences	
Transversal competences	<ul style="list-style-type: none"> TC2 - Planning and organizing human resources within a group or an organization, being aware of the responsibility for professional results – 1 CP; 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 – 1 CP.

7. Course objectives (based on the specific acquired competences)

7.1. General objective	Understanding the importance of the course in the university environment and learning the specific characteristics of ethics and academic integrations in the perspective of developing a professional career.
7.2. Specific objectives	<p><i>A. Cognitive objectives</i></p> <ul style="list-style-type: none"> Explanation, interpretation and proper use of different concepts regarding ethics and academic integrity Acquiring the main knowledge of ethical and academic integrations issues in scientific research and dissemination of the results of their professional activity

	<p>B. Procedural objectives</p> <ul style="list-style-type: none"> ▪ Developing skills for using the methods and techniques for evaluating the phenomenon of integration in the university environment ▪ Familiarization of students with the methodology and working tools of the systems and means of ensuring ethics and academic integrations <p>C. Attitudinal objectives</p> <ul style="list-style-type: none"> ▪ Ability to work in a team in scientific research, under ethical conditions and academic integrity ▪ Cultivating constructive attitudes in the context of ethics and academic integrations ▪ Encouraging moral behavior at the level of partnerships
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8. Contents

8.1. Course		No. of hours	Teaching methods	Observations Resources
1.	Introductory elements. Necessity and reality. Concerns at national and international level.	2	- lecture - explanation - discussion	Computer Power Point presentations
2.	Definition of concepts and concepts: morals, ethics, integrity and academic deontology, corruption.	2		
3.	Fundamentals and standards of integrity in the didactic and research activity in higher education.	2		
4.	Teamwork: deontological issues, results, dissemination, relativity / ambiguity.	2		
5.	Writing a scientific paper.	2		
6.	Plagiarism and self-plagiarism: definition, forms.	2		
7.	Software dedicated to the verification of scientific works: limitations, advantages.	2		

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11. The law of national education no. 1/2011. http://www.dreptonline.ro/legislatie/legea_educatiei_nationale_lege_1_2011.php
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13. Law no. 398/2006 amending and supplementing Law no. 206/2004 on good conduct in scientific research, technological development and innovation. <https://lege5.ro/Gratuit/geydamjrqq/legea-nr-398-2006-pentru-modificarea-si-completarea-legii-nr-206-2004-privind-buna-conduita-in-cercetarea-stiintifica-dezvoltarea-tehnologica-si-inovare>
14. Law no. 319/2003 regarding the Statute of research and development personnel. http://www.cdep.ro/pls/legis/legis_pck.htm?act_text?id=49472
15. Order no. 211/2017 regarding the approval of the Regulation for the organization and functioning of the National Council for Ethics of Scientific Research, Technological Development and Innovation, as well as of its nominal composition. <https://lege5.ro/Gratuit/ge2tqmthe3a/ordinul-nr-211-2017-privind-aprobarea-regulamentului-de-organizare-si-functionare-al-consiliului-national-de-etica-a-cercetarii-stiintifice-dezvoltarii-tehnologice-si-inovarii-precum-si-a-componentei->
16. Order no. 6085/2016 regarding the constitution of the University Ethics and Management Council and the approval of the Regulation for the organization and functioning of the University Ethics and Management Council. <https://lege5.ro/Gratuit/geztqnzsguya/ordinul-nr-6085-2016-privind-constituirea-consiliului-de-etica-si-management-universitar-si-aprobarea-regulamentului-de-organizare-si-functionare-a-consiliului-de-etica-si-management-universitar>

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

- the accuracy of using concepts and theories learned during this course will meet employers' requirements;
- the procedural and attitudinal competencies to be acquired during this course will meet the expectations of business professional associations and 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.

10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	- written exam: the quality and consistency of treating subjects; - logical coherence; - assimilation degree of specialized language.	- Test papers during the semester;	20 %
		- Final evaluation.	50%
10.5 Homework	- compliance with the requirements of the project.	- Evaluating student's products, attendance and interventions; - Evaluating student's participation in project making (homework) and presentation.	30%

10.6 Minimum performance standard	Knowledge of the basic concepts of the discipline and the explanation of the interdependencies between them.
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Completion date,
September 24th, 2021

Course teacher,
PhD Assistant Professor Crenguța-Ileana SINISI

Approval date in
Department Council,
September 30th, 2021

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

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

SYLLABUS

Marketing Strategies and Policies

2021-2022

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	Marketing Strategies and Policies									
2.2	Course teacher	Associate Professor Duțu Amalia									
2.3	Seminar teacher	Associate Professor Duțu Amalia									
2.4	Year of studies	I	2.5	Semester	II	2.6	Evaluation type	E	2.7	Course type	mandatory

3. Total estimated time

3.1	Number of hours per week	2	3.2	of which course	1	3.3	S / L / P	1
3.4	Total hours from curriculum	28	3.5	of which course	14	3.6	S / L / P	14
Time distribution								hours
Study the textbook, course support, bibliography and notes								25
Further reading in the library, on the online platforms and field								25
Preparing seminars, homework, portfolios and essays								40
Tutoring								5
Examinations								2
Other activities								-
3.7	Total hours of individual study	97						
3.8	Total hours per semester	125						
3.9	Number of credits	5						

4. Prerequisites

4.1. of curriculum	Basic elements of marketing
4.2. of competences	analysis, synthesis, divergent thinking, drafting reports, drafting analysis, being able to put into practice concepts and theories

5. Requirements

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 and at least 10 computers.

6. Specific acquired competences

Professional competences	C5. Analyzing and interpreting market information for decision making in business – 2 CP; C6. Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques – 3 CP.
Transversal competences	

7. Course objectives (based on the specific acquired competences)

7.1. General objective	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.
7.2. Specific objectives	<p>A. Cognitive objectives cognitive</p> <ol style="list-style-type: none"> 1. Understanding the role of marketing strategies and policies in business development; 2. Understanding the principles, criteria and directions of market strategy development in business; 3. Familiarizing students with the methods and tools of analysis used in marketing 4. Familiarizing students with the development and implementation stages of marketing strategies and policies. <p>B. Procedural objectives</p> <ol style="list-style-type: none"> 1. Identifying some concrete situations to apply the theories and principles of strategic marketing; 2. Collecting and processing data from documentary sources and primary sources, developing skills to use the methods, techniques and research tools for making strategic choices of sustainable business development. <p>C. Attitudinal objectives</p> <ol style="list-style-type: none"> 1. Respecting the rules of professional deontology, based on explicit value options of a specialist in management; 2. Cooperation and teamwork to solve various job tasks; 3. Using specific methods to develop plans of personal and professional development.

8. Contents

8.1. Course	No. of hours	Teaching methods	Observations Resources
1 Introduction in the topic of the course, objectives, exam requirement. Strategic Marketing - introduction into the topic.	2	Lecture	Power Point presentations Didactical short movies Working forms
2 The strategic marketing concept. Marketing as managerial philosophy – from marketing concept to market orientation concept.	2	Heuristic conversation	
3 Marketing environment – definition, components and analysis tools.	2	Problem solving	
4 Market research – managerial tool. Definition, methods and measurement tools. The strategic decision process - making based on marketing information.	2	Explanation	
5 The STP process – Segmentation, Targeting and Positioning strategies.	2	Debate	
6 Market strategy – definition, strategic planning process, typology of strategies	4		

Bibliography:

1. 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
2. Duțu Amalia, Marketing policies and strategies – theoretical and practical issues, suport de curs pe support electronic, 2015.
3. Richard Rumelt, Good strategy, bad strategy : the difference and why it matters.. London : Profile Books, 2017
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8.2. Seminar		No. of hours	Teaching methods	Observations Resources
1	Seminar minimum requirements and final mark calculation. Discussions on the projects' guide.	2	Heuristic conversation Problem solving Case studies Roll playing	Power Point presentations
2	Marketing as managerial philosophy. Strategic thinking. Case study. Dissections on the topic.	2		Scientific articles
3	Marketing environment analysis. SWOT profile. Case study. Discussions on the topic.	2		Working Forms
4	Market research. The strategic decision process-making based on marketing information. Case study. Dissections on the topic.	2		Internet connection
5	STP process. Case study. Dissections on the topic.	2		Short didactic movies
6	Market strategy and marketing-mix. The development, communication and deliver of the superior value for customers.	4		

Bibliography:

1. Duțu Amalia, Project guide: Advertising campaign drafting, material didactic pe suport electronic, 2015.
2. Duțu Amalia, Project guide: Strategic planning process and advertising campaign drafting, material didactic pe suport electronic, 2015,
3. Richard Rumelt, Good strategy, bad strategy : the difference and why it matters.. London : Profile Books, 2017
4. Whalley, A., Strategic Marketing, Ventus Publishing, ApS
<http://library.ku.ac.ke/wp-content/downloads/2011/08/Bookboon/Strategy/strategic-marketing.pdf>, 2010
5. Ferrell, O.C., Hartline M.D., Marketing Strategy, Fifth Edition, South-Western Cengage Learning 5191 Natorp Boulevard Mason, OH 45040 USA
https://fac.ksu.edu.sa/sites/default/files/e_book_marketing_strategy_ferrell_hartline_5th_ed_2011.pdf, 2011
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* NOTES:

1. The seminars consists of projects, direct interventions, debates, teamwork etc., activities considered in the final evaluation.
2. The projects are conducted in teams.

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

- the accuracy of using concepts and theories learned during this course will meet employers' requirements;
- the procedural and attitudinal competencies to be acquired during this course will meet the expectations of business professional associations and 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.

10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	- written exam: the quality and consistency of treating subjects; - logical coherence; - assimilation degree of specialized language.	Final evaluation	50%
10.5 Seminar	- attendance and participation during the seminars, solving the case studies; - compliance with the requirements of the project .	Participation and in seminar activities (case studies, roll playing)	10%
		project evaluation (advertising campaign drafting)	20%
		project evaluation (marketing strategy analysis)	20%

10.6 Minimum performance standard	Minimum requirements for the pass mark 5: achieving the following minimum skills: C2 and C3. The students should be able to analyzing and interpreting market information for decision making in business regarding marketing strategy drafting and implementation.
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Completion date,
September 21st, 2021

Course teacher,
Associate Professor Duțu Amalia

Seminar teacher,
Associate Professor Duțu Amalia

Approval date in
Department Council,
September 30th, 2021

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

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

SYLLABUS

Negotiation and Partnership

2021-2022

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					Negotiation and Partnership					
2.2	Course teacher					PhD Lecturer Claudia STANCIU TOLEA					
2.3	Seminar teacher					PhD Lecturer Claudia STANCIU TOLEA					
2.4	Year of studies	I	2.5	Semester	II	2.6	Evaluation type	colloquy	2.7	Course type	mandatory

3. Total estimated time

3.1	Number of hours per week	2	3.2	of which course	1	3.3	S / L / P	1
3.4	Total hours from curriculum	28	3.5	of which course	14	3.6	S / L / P	14
Time distribution								hours
Study the textbook, course support, bibliography and notes								30
Further reading in the library, on the online platforms and field								30
Preparing seminars, homework, portfolios and essays								30
Tutoring								3
Examinations								3
Other activities								1
3.7	Total hours of individual study	97						
3.8	Total hours per semester	125						
3.9	Number of credits	5						

4. Prerequisites

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

5. Requirements

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.

6. Specific acquired competences

Professional competences	C4. Reevaluating the entrepreneurial skills in a competitive environment – 2 CP; C5. Analyzing and interpreting market information for decision making in business – 1 CP; C6. Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques – 2 CP.
Transversal competences	

7. Course objectives (based on the specific acquired competences)

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

8. Contents

8.1. Course		No. of hours	Teaching methods	Observations Resources
1	General aspects regarding negotiation – characteristics and stages	1	Lecture	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	Typology of clients. Behavioural types in business	1	Heuristic conversation	
3	Communication with the client	1		
4	Negotiation techniques and tactics	2		
5	Negotiation, manipulation and persuasion	1	Problem solving	
6	Specialist in negotiations	1	Explanation	
7	Styles of negotiation	2		
8	Partnership and entrepreneurship	2		
9	Customs and protocol in negotiation	2	Debate	
10	Reviewing	1		

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1. Stanciu Tolea Claudia – *Negotiation and partnership* – theoretical and practical approaches, electronic didactical material, 2017
2. Roger Fisher and William Ury, *Getting to YES. Negotiating an agreement without giving in*, RANDOM HOUSE BUSINESS BOOK, https://www.fd.unl.pt/docentes_docs/ma/AGON_MA_25849.pdf, 2009
3. Jang, Daisung, Hillary Anger Elfenbein, and William P. Bottom, More than a phase: Form and features of a general theory of negotiation, *Academy of Management Annals* 12.1 (2018): 318-356. la https://www.researchgate.net/profile/Daisung_Jang/publication/322725738_More_than_a_Phase_Form_and_Features_of_a_General_Theory_of_Negotiation/links/5a6b8a88a6fdcc317b1599a5/More-than-a-Phase-Form-and-Features-of-a-General-Theory-of-Negotiation.pdf, 2018
4. FAHNESTOCK Jeanne, *Rhetorical Style: the Uses of Language in Persuasion*, Oxford University Press, 2011.
5. RUMELT, Richard P. - *Good strategy, bad strategy* : the difference and why it matters, Profile Books, London, 2017.
6. *** Business Communication, Harvard Business School Essentials, Harvard Business School Press.
7. *** Encyclopedia of Rhetoric, Oxford University Press.

8.2. Seminar		No. of hours	Teaching methods	Observations Resources
1.	Organizational seminar: presentation of subject objectives, of concerned competences, distribution of themes and of papers	1	Conversation	Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.) Computer assisted instruction, modeling
2.	Exercises for self-knowledge and knowledge of the interlocutor	1	Reflection exercises	
3.	Communication with the help of reports, professional letters Business letters, letters of intent	2	Debate	
4.	Negotiation – ritual: mutual awareness, presentation of proposals and conditions	2	Explanation	
5.	Applications with practical examples, with elaborate registrations regarding the gestures, the mimic, the look, the voice, the punctuation	2	Teamwork	
6.	<i>Some specific tactics: “flash” tactic, “dictatorial” tactic, “parental” tactic etc.</i>	1	Project presentations	
7.	Identification of weaknesses of partners’ argumentation	1	Demonstration using specific teaching materials	
8.	Persuasion – Persuasion techniques	1		
9.	First negotiation - job interview	1		
10.	Personality tests Tests aiming the negotiation capacity Tests aiming the communication capacity	2		
Bibliography:				
1. ASHLEY, A., Oxford Handbook of Commercial Correspondence (New Edition), Oxford University Press, 2003.				
2. FAHNESTOCK Jeanne, Rhetorical Style: the Uses of Language in Persuasion, Oxford University Press, 2011.				
3. LITTLEJOHN, A., Business Correspondence, Fourth Edition, Cambridge University Press, 2005.				
4. SEBENIUS, James K. - Developing Negotiation Case Studies, Harvard Business School, 2010, disponibil la: https://www.hbs.edu/faculty/Publication%20Files/11-008_0ab48ed0-a52f-4200-a2f2-f70afeeda124.pdf				
5. SIMONI Smaranda, Rhetoric and Argumentation in the Organizational Environment: Strategies and Situations - Practical Course for the Master Program "Strategic Management and Business Development", University of Pitești Publishing House, 2018.				
6. STANCIU-TOLEA, Claudia - <i>Negotiation and partnership</i> , Electronic Course for the Master Program "Strategic Management and Business Development"				
7. *** Business Communication, Harvard Business School Essentials, Harvard Business School Press.				
8. *** Encyclopedia of Rhetoric, Oxford University Press.				

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

- the accuracy of using concepts and theories learned during this course will meet employers’ requirements;
- the procedural and attitudinal competencies to be acquired during this course will meet the expectations of business professional associations and 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.

10. Evaluation

Activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	- The accuracy and completeness of knowledge;	- Written exam, during the semester;	20 %
	- Logical consistency;	- Final evaluation.	30%
10.5 Seminar	- The degree of assimilation of specialized language.		
	- attendance and participation in the seminar, solving case studies;	- Attendance;	20%
		- Student’s free exposure;	
		- Oral form of dialogue.	
	- admission to degree’s requirements in terms of achieving homework	- Oral presentation of the homework and project	30%

10.6 Minimum performance standard	Minimum requirements: the pass mark 5 is granted provided that the student demonstrate mastery of basic knowledge of <i>Negotiation</i> and <i>Partnership</i> in business, throughout the semester.
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Completion date,
September 24th, 2021

Course teacher,
PhD Lecturer Claudia STANCIU

Seminar teacher,
PhD Lecturer Claudia STANCIU

Approval date in
Department Council,
September 30th, 2021

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

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

SYLLABUS

Integrated Quality Management

2021 - 2022

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. Source information											
2.1	Name					Integrated Quality Management					
2.2	Course teacher					PhD Assistant Professor Crenguța Ileana SINISI					
2.3	Seminar teacher					PhD Assistant Professor Crenguța Ileana SINISI					
2.4	Year of studies	I	2.5	Semester	II	2.6	Evaluation type	E	2.7	Course type	mandatory

3. Total estimated time

3.1	Number of hours per week	2	3.2	of which course	1	3.3	S / L / P	1
3.4	Total hours from curriculum	28	3.5	of which course	14	3.6	S / L / P	14
Time distribution								hours
Study the textbook, course support, bibliography and notes								28
Further reading in the library, on the online platforms and field								28
Preparing seminars, homework, portfolios and essays								28
Tutoring								8
Examinations								3
Other activities								2
3.7	Total hours of individual study	97						
3.8	Total hours per semester	125						
3.9	Number of credits	5						

4. Prerequisites

4.1. of curriculum	Elements of 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	C1. Evaluating opportunities and risks specific to business environment in order to design organizational changes – 1 CP; C2. Making decision scenarios and forecasting their potential impact – 1 CP; C3. Applying strategic management systems under certainty, uncertainty and risk – 1 CP; C5. Analyzing and interpreting market information for decision making in business – 1 CP.
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 – 1 CP.

7. Course objectives (based on the specific acquired competences)

7.1. General objective	Understanding the concept of the Integrated Quality Management and reasons to implement a Quality Management System
7.2. Specific objectives	<p><i>A. Cognitive objectives</i></p> <p>1. Knowledge and understanding of the functions of the <i>Integrated Quality Management</i> and establishment of its relations with other economic sciences;</p> <p>2. Working with the design and implementation of an <i>Integrated Quality Management</i> in a company;</p>

	<p>3. Highlight of the typical managerial situations where the <i>Integrated Quality Management</i> are recommended;</p> <p>4. Correct definition of the matter of study of <i>Integrated Quality Management</i> and establishment of its relations with other economic sciences.</p> <p>B. Procedural objectives</p> <p>1. Document, monitor and audit a business's processes and systems to meet the company's goals and objectives.</p> <p>2. Identify stakeholders for process improvement teams.</p> <p>3. Establish quality standards customized to the particular business to meet and exceed customer expectations. ;</p> <p>4. Create and maintain work process and procedure documentation for quality control and employee training.</p>
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8. Course contents

8.1. Course		No. of hours	Teaching methods	Observations Resources
1	Management organizational system 1.1. Factors in designing a project structure 1.2. Types of project organizations structures 1.3. Programmatic Based 1.4. Matrix Based 1.5. Project Based 1.6. Management styles 1.7. Project governance	1	Lecture Heuristic conversation Problem solving Explanation Debate	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	Concerns of developing quality systems and techniques 2.1. Total Quality Management (TQM) 2.2. Six Sigma 2.3. Elements of a quality system 2.3.1. Participative Management 2.3.2. Vision and Values 2.3.3. Developing the Plan 2.3.4. Communication 2.3.5. Rewards and Acknowledgment 2.4. Quality System Design	1		
3	Modern concepts in addressing quality. Global quality competitive 3.1. Total Quality Management (TQM) 3.2. Lean Production 3.3. International Standards Organization Quality Management Standards 3.4. Society for Quality (ASQ) (formerly the American Society for Quality Control). 3.5. The Quality Process 3.6. Negating and confirming signs of management commitment 3.7. Management's responsibilities 3.8. Tools for measuring quality	2		
4	Environmental quality management systems 4.1. Objective and scope 4.2. Quality and environmental policy of the utility 4.3. Description of company activities and organization 4.4. Environmental compliance requirements 4.4.1. Legal register 4.4.2. Identification of environmental aspects and impacts 4.4.3. Objectives, targets and programs	2		
5	Health and safety management systems at work 5.1. The General Characteristics of an OHSMS 5.1.2. Elements of an OHSMS 5.2.2 Voluntary or Mandatory Implementation Methods 5.2. System Types 5.3. Degree of Implementation: Quality Levels 5.4. Degree of Implementation: Introductory and Advanced Systems 5.5. OHSMS Diversity and Evaluation: A Summary	1		

	5.6. OHSMS Diversity: 5 Key Dimensions for Evaluation 5.7. Integrating OHSMS with General Management Systems 5.8 Success Factors for OHSMS			
6	Maximum-security objective and strategy in the MSSM 6.1. How to collect information? 6.2. How to select a taxonomy system for an IT security program?	1		
7	Social responsibility management systems 7.1. Corporate Social Responsibility (CSR) 7.2. Background influences 7.3. Process approach 7.4. Compatibility of CSR/CG management system with other management systems 7.5. Corporate Social Responsibility/ Corporate Governance management system 7.6. Management and Board responsibility 7.7. Board/management review	2		
8	Information security management 8.1. Monitoring Information Security Management Performance 8.2. Social Care Information 8.3. Information Security Management: NHS Code of Practice 8.4. NHS Information Security Management 8.5. Individual Responsibility 8.6. Information Security Policy (NHS Organisations) 8.7. Information Risk Assessment	2		
9	Integrated quality management 9.1. Principles of and Assumptions for Integrated Management Systems	2		

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1. SINISI Crenguța-Ileana, Integrated Quality Management – suport de curs, 2017
 2. MORGAN, J.; BRENNIG-JONES, M., Lean Six Sigma for Dummies.3rd Edition, John Wiley & Sons, 2016
 3. Knowles G., Quality Management, bookboon, <http://www.znrfak.ni.ac.rs/SERBIAN/010-STUDIJE/OAS-3-2/PREDMETI/III%20GODINA/316-KOMUNALNI%20SISTEMI%20I%20ZIVOTNA%20SREDINA/SEMINARSKI%20RADOVI/2014/S175%20-%20S200.pdf>, 2011
 4. Aized T., Total Quality Management and Six Sigma, InTech Janeza Trdine 9, 51000 Rijeka, Croatia http://www.mescenter.ru/images/abook_file/Total_Quality_Management_and_Six_Sigma.pdf, 2012
 5. Luburić R., Total Quality Management as a Paradigm of Business Success, Journal of Central Banking Theory and Practice, 2014, Vol.3 No.1, pp. 59-80, <ftp://ftp.repec.org/opt/RePEc/cbk/journl/vol3no1-5.pdf>, 2014
 6. Besterfield H.D., Total Quality Management, KINDERSLEY LTD. INDIA, <https://mtechlib.files.wordpress.com/2016/07/total-quality-management.pdf>, 2011
- *** IISD's Business and Sustainable Development: A Global Guide, BSD Global, International Institute for Sustainable Development, 2002.
- *** The National Strategy for Sustainable Development of Romania Horizons 2013-2020-2030, The Ministry of Environment and Sustainable Development, The United Nations Development Programme, the National Centre for Sustainable Development, Bucharest, MO 828/8.12.2008.
- *** Agenda 21: Programme of Action for Sustainable Development; United Nations, New York, 1994.
- *** EU EUROSTAT, Measuring Sustainable Europe.
- *** OECD, Sustainable Development: The Critical Issues, OECD, Paris, 2001.
- *** OECD, Strategies for Sustainable Development: Practical Guidance for Development Cooperation, Paris: OECD, 2001.
- *** The Rio Declaration endorsed by the UNGA in resolution 47/190 of 22 December 1992.
- *** OUG 34/17.04.2000 on organic food.
- *** Comhar (Sustainable Development Council), European Commission Working Document Consultation on the Future "EU 20" Strategy, Comhar Sustainable Development Council (Ireland) Comments, 2010.
- *** World Summit on Sustainable Development, Plan of Implementation, 2002.
- *** Transforming our World: The 2030 Agenda for Sustainable Development, United Nations, 2015.
- *** www.mae.ro, Ministerul Afacerilor Externe, Agenda 2030 pentru dezvoltare durabilă.
- *** www.responsabilitatesociala.ro, Florin Vasiliu, Vice President - Association of Environmental Experts, Provocarile ISO 14000 pentru companiile romanesti.

8.2. Seminar		No. of hours	Teaching methods	Observations Resources
1	Debates on introduction to integrated quality management: ISO 9001:2015; ISO 14001; ISO 18001 - The first UN conference on environmental issues, Stockholm, 1972 - Brundtland Report of the World Commission on Environment and Development (CMED), 1987 - United Nations Conference on Environment and Development, Rio de Janeiro, 1992: Earth Charter declaration and action plan Agenda 21 - National Action Program on environmental protection in Central and Eastern Europe, Lucerne, 1993 - World Summit on Sustainable Development, Johannesburg, UN 2002	3	Conversation Problem solving Reflection exercises Debate	Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.)
2	Presentation of project structure. Example: Case Study.	1	Explanation	Computer assisted instruction, modeling
3	Presentation of integrated quality	3	Teamwork	
4	Case studies on standardization in environmental management (ISO 9000, ISO 14000, ISO 14001 certificates)	3	Project presentations	
5	Designing studies, plans and programs to improve the activity of the manufacturing companies / distributors of organic products – applications	2		
6	Presentation of the project	2		

Bibliography:

1. SINISI Crenguța-Ileana, Integrated Quality Management – suport de curs, 2017
2. MORGAN, J.; BRENIG-JONES, M., Lean Six Sigma for Dummies.3rd Edition, John Willey & Sons, 2016
3. Knowles G., Quality Management, bookboon, <http://www.znrfak.ni.ac.rs/SERBIAN/010-STUDIJE/OAS-3-2/PREDMETI/III%20GODINA/316-KOMUNALNI%20SISTEMI%20I%20ZIVOTNA%20SREDINA/SEMINARSKI%20RADOVI/2014/S175%20-%20S200.pdf>, 2011
4. Aized T., Total Quality Management and Six Sigma, InTech Janeza Trdine 9, 51000 Rijeka, Croatia http://www.mescenter.ru/images/abook_file/Total_Quality_Management_and_Six_Sigma.pdf, 2012
5. Luburić R., Total Quality Management as a Paradigm of Business Success, Journal of Central Banking Theory and Practice, 2014, Vol.3 No.1, pp. 59-80, <ftp://ftp.repec.org/opt/ReDIF/RePEc/cbk/journal/vol3no1-5.pdf>, 2014
6. Besterfield H.D., Total Quality Management, KINDERSLEY LTD. INDIA, <https://mtechlib.files.wordpress.com/2016/07/total-quality-management.pdf>, 2011

*** The National Strategy for Sustainable Development of Romania Horizons 2013-2020-2030, The Ministry of Environment and Sustainable Development, The United Nations Development Programme, the National Centre for Sustainable Development, Bucharest, MO 828/8.12.2008.

*** Agenda 21: Programme of Action for Sustainable Development; United Nations, New York, 1990.

*** EU EUROSTAT, Measuring Sustainable Europe.

*** The Rio Declaration endorsed by the UNGA in resolution 47/190 of 22 December 1992. OUG 34/17.04.2000 on organic food.

*** Transforming our World: The 2030 Agenda for Sustainable Development, United Nations, 2015.

*** NOTES:**

1. The seminars consists of projects, direct interventions, debates, teamwork etc., activities considered in the final evaluation.
2. The projects are conducted in teams.

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

- the accuracy of using concepts and theories learned during this course will meet employers' requirements;
- the procedural and attitudinal competencies to be acquired during this course will meet the expectations of business professional associations and 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.

10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	<ul style="list-style-type: none"> - written exam: the quality and consistency of treating subjects; - logical coherence; - assimilation degree of specialized language. 	Test papers during the semester Final evaluation	20% 50%
10.5 Seminar	<ul style="list-style-type: none"> - attendance and active participation during the seminars, solving the case studies; - compliance with the requirements of the project . 	<ul style="list-style-type: none"> - Attendance and activity at the seminar; - Evaluating student's products and interventions during the seminars; - Evaluating student's participation in project making and presentation. 	20% 10%
10.6 Minimum performance standard	Minimum requirements for the pass mark 5: Understanding the concept of the Integrated Quality Management and reasons to implement a Quality Management System		

Completion date,
September 21st, 2021

Course teacher,
PhD Assistant Professor
Crenguța Ileana SINISI

Seminar teacher,
PhD Assistant Professor
Crenguța Ileana SINISI

Approval date in
Department Council,
September 30th, 2021

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

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

SYLLABUS
Decisional Simulations
2021-2022

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					Decisional Simulations					
2.2	Course teacher					PhD Lecturer Olimpia OANCEA					
2.3	Seminar / Laboratory teacher					PhD Lecturer Olimpia OANCEA					
2.4	Year of studies	I	2.5	Semester	II	2.6	Evaluation type	E	2.7	Course type	mandatory

3. Total estimated time

3.1	Number of hours per week	3	3.2	of which course	1	3.3	S / L / P	1 + 1
3.4	Total hours from curriculum	42	3.5	of which course	14	3.6	S / L / P	14 + 14
Time distribution								hours
Study the textbook, course support, bibliography and notes								50
Further reading in the library, on the online platforms and field								30
Preparing seminars, homework, portfolios and essays								40
Tutoring								6
Examinations								4
Other activities								3
3.7	Total hours of individual study	133						
3.8	Total hours per semester	175						
3.9	Number of credits	7						

4. Prerequisites (where appropriate)

4.1	of curriculum	The basics of Strategic management, Simulations and Management Projects.
4.2	of competences	analysis, synthesis, divergent thinking

5. Requirements

5.1	for courses	The lecture room should be equipped with a video-projector.
5.2	for seminars and laboratory	The classroom should be equipped with a video-projector and at least 10 computers

6. Specific acquired competences

Professional competences	C1. Evaluating opportunities and risks specific to business environment in order to design organizational changes – 1 CP; C2. Making decision scenarios and forecasting their potential impact – 2 CP; C4. Revaluating the entrepreneurial skills in a competitive environment – 1 CP; C5. Analyzing and interpreting market information for decision making in business – 2 CP; C6. Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques – 1 CP.
Transversal competences	

7. Course objectives (based on the specific acquired competences)

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	<i>A. Cognitive objectives</i> 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><i>B. Procedural objectives</i></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><i>C. Attitudinal objectives</i></p> <p>1. Respecting the rules of professional deontology, based on explicit value options of a specialist in management;</p> <p>2. Cooperation and teamwork to solve various job tasks;</p> <p>3. Using specific methods to develop plans of personal and professional development.</p>
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8. Contents

8.1. Course		No. of course hours	Teaching methods	Observations Resources
1	The life cycle of the company. Predicting market share with Markov chains	1	Lecture Heuristic conversation Problem solving Explanation Debate	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	The analysis of the environmental factors 2.1 General external bussines environment 2.2 The external bussines environment 2.3 Internal environment of company	2		
3	The company's strategy 3.1 The components of the strategy 3.2 The typology of the strategies 3.3 SWOT Analysis	2		
4	Major managerial risks for Romanian companies 4.1 Risks derived from management decisions regarding salary policies 4.2 Risks derived from management decisions regarding the financial security of the company 4.3 Decisional score-function related to major managerial risks for Romanian companies	2		
5	Diagnostic analysis of the organization 5.1 Quantitative Diagnostic Analysis 5.2 Qualitative diagnostic analysis	4		
6	Formulating and implementing the strategy 6.1 Strategy formulation at company level 6.2 Resistance to strategic changes 6.3 Business structure and its strategy 6.4 Resource allocation 6.5 Culture and employment	2		
7	Monitoring and strategy evaluation 7.1 Monitoring the strategy 7.2 Strategy Evaluation	1		
Bibliography 1. Gradinaru P., Decisional simulations, support de curs in format electronic, 2017 2. Teemu Mtsniemi , Operational decision making in the process industry Multidisciplinary approach, JULKAISIJA UTGIVARE PUBLISHER, https://www.vtt.fi/inf/pdf/tiedotteet/2008/T2442.pdf , 2008 3. Jofre, Sergio, Strategic Management: The theory and practice of strategy in (business) organizations, Technical University of Denmark, http://orbit.dtu.dk/files/5705108/rapport1.11.pdf , 2011 4. Efrem G. Mallach, Information Systems : What Every Business Student Needs to Know, Boca Raton : CRC/Taylor & Francis Group, 2016 5. ROBERT M. GRANT, SEVENTH EDITION CONTEMPORARY STRATEGY ANALYSIS, John Wiley & Sons Ltd, http://abiturient.bgu.ru/mag/files/inter/Robert_Grant_Contemporary_Strategy_Analysis_Text_Book.pdf , 2010 6. Ramon Casadesus-Masanell Joan Enric Ricart, From Strategy to Business Models and to Tactics, Working Paper, Harvad Business School, http://www.hbs.edu/faculty/Publication%20Files/10-036.pdf , 2009				
8.2. Seminar		No. of seminar hours	Teaching methods	Observations Resources
1	Applying Markov chains in market share prediction	2	Conversation	Case study, homework presentation,
2	The risks caused by environmental factors on companies	2	Problem solving	

3	Applying SWOT quantitative model	2	Reflection exercises Debate Explanation Teamwork Project presentations	check list
4	Using the score-decision function in assessing the major managerial risks at the level of the Romanian companies	2		
5	Case studies on application of the Quantitative Diagnostic Analysis	4		
6	Setting up a program to prepare and implement the strategy	2		
8.3 Laboratory Simulation of the company's business strategy		No. of laboratory hours	Teaching methods	Observations Resources
1	Organizational elements <ul style="list-style-type: none"> - Organization of the participants in teams - 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 	2	- Interrogation	Computer assisted instruction, modeling
2	Presentation of data for decisional simulation <ul style="list-style-type: none"> - The economical-financial situation of the company in the basic year - Information regarding the supply, sale and marketing activities - Information regarding the production, research and development activities - Information regarding personal activities - Information about the organizational structure of the company 	2	- Debate - Conversation - Heuristic approach	Case study
3	Strategic analysis of the organization <ul style="list-style-type: none"> - Analysis of the internal environment - Analysis of the external environment 	4	- Debate - Working group - Conversation	Case study, homework presentation, check list
4	Company strategy formulation <ul style="list-style-type: none"> - Drafting the global company strategy (mission, basic objectives, strategic options, resources, terms, competitive advantage) - Drafting of the partial strategies 	2	- Debate - Working group - Conversation	Case study, homework presentation, check list
5	Taking of the decision to apply the strategy <ul style="list-style-type: none"> - 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 Implementing, monitoring and strategy evaluation	2	- Working group - Conversation - Heuristic approach	Case study, homework presentation, check list
6	Assessment of the results and rating of the participants in simulation <ul style="list-style-type: none"> - Presentation of the economical-financial results of the companies simulated compared to the strategic directions - Assessment of the strategies that have been adopted - Assessment of the quality of the decisions - Assessment of the working environment within each team etc. 	2	- Debate - Conversation	Homework presentation
Bibliography <ol style="list-style-type: none"> 1. Gradinaru P., Project guide: Decisional simulations regarding the strategic management of the company, material didactic in format electronic, 2017 2. Teemu Mtsniemi, Operational decision making in the process industry Multidisciplinary approach, JULKAISIJA UTGIVARE PUBLISHER, https://www.vtt.fi/inf/pdf/tiedotteet/2008/T2442.pdf, 2008 3. Jofre, Sergio, Strategic Management: The theory and practice of strategy in (business) organizations, Technical University of Denmark, http://orbit.dtu.dk/files/5705108/rapport1.11.pdf, 2011 4. Efrem G. Mallach, Information Systems : What Every Business Student Needs to Know, Boca Raton: CRC/Taylor & Francis Group, 2016 5. ROBERT M. GRANT, SEVENTH EDITION CONTEMPORARY STRATEGY ANALYSIS, John Wiley & Sons Ltd, http://abiturient.bgu.ru/mag/files/inter/Robert_Grant_Contemporary_Strategy_Analysis_Text_Book.pdf, 2010 6. Ramon Casadesus-Masanell Joan Enric Ricart, From Strategy to Business Models and to Tactics, Working Paper, Harvad Business School, http://www.hbs.edu/faculty/Publication%20Files/10-036.pdf, 2009 				

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

- the accuracy of using concepts and theories learned during this course will meet employers' requirements;
- the procedural and attitudinal competencies to be acquired during this course will meet the expectations of business professional associations and 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.

10. Evaluation

Activity type	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	<ul style="list-style-type: none"> - accuracy and completeness of knowledge - logical coherence - degree of assimilation of the specialized language 	<ul style="list-style-type: none"> - Final assessment 	50 %
10.5 Seminar	<ul style="list-style-type: none"> • Attendance and 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 • Check list 	<ul style="list-style-type: none"> • Free presentation of the student and the oral questioning in the form of dialogue • Testing 	20% 10%
10.6 Laboratory	<ul style="list-style-type: none"> - Presentation of the economical-financial results of the companies simulated compared to the strategic directions - Assessment of the strategies that have been adopted - Assessment of the quality of the decisions 	<ul style="list-style-type: none"> - Oral presentation of the homework - Oral questioning 	20%
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. Student must : <ul style="list-style-type: none"> - use Markov chains to predicting market share - analyze the environmental factors - explain implementation and evaluation of the strategy 		

Completion date,
September 24th, 2021

Course teacher,
PhD Lecturer Olimpia OANCEA

Seminar/Laboratory teacher,
PhD Lecturer Olimpia OANCEA

Approval date in
Department Council,
September 30th, 2021

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

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

SYLLABUS
Organizational Culture and Behavior
2021-2022

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

3. Total estimated time

3.1	Number of hours per week	3	3.2	of which course	1	3.3	S / L / P	2
3.4	Total hours from curriculum	42	3.5	of which course	14	3.6	S / L / P	28
Time distribution of individual study								hours
Study the textbook, course support, bibliography and notes								56
Further reading in the library, on the online platforms and field								42
Preparing seminars, homework, portfolios and essays								48
Tutoring								6
Examinations								2
Other activities								4
3.7	Total hours of individual study	158						
3.8	Total hours per semester	200						
3.9	Number of credits	8						

4. Prerequisites

4.1	of curriculum	Elements of management and entrepreneurial culture
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	C1. Evaluating opportunities and risks specific to business environment in order to design organizational changes – 2 CP; C2. Making decision scenarios and forecasting their potential impact – 1 CP; C3. Applying strategic management systems under certainty, uncertainty and risk – 2 CP; C4. Revaluating the entrepreneurial skills in a competitive environment – 1 CP.
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 – 1 CP; TC2 - Planning and organizing human resources within a group or an organization, being aware of the responsibility for professional results – 1 CP.

7. Course objectives

7.1 General objective	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 Specific objectives	<p><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 behaviors in the context of obtaining and maintaining competitive advantage.</p> <p><u>B. Procedural objectives</u> 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; Develop the capacity of scientific approach to process management: development of the decision-making capacity, organization, etc. Develop the capacity of analysis and evaluation of the organizational culture and behavior. C. Objective atitudinale Cooperation in teams, working to solve various tasks; Using specific methods of change and developing a competitive organizational culture and behavior</p>
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8. Course contents

8.1. Course		No. of 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		

Bibliography:

1. Antoniu Eliza, **Organizational culture and behavior**, support de curs in format electronic, 2017
2. Christine Cross and Ronan Carbery, **Organisational Behaviour An Introduction**, Palgrave Macmillan, New York, USA, https://www.macmillanihe.com/resources/sample-chapters/9781137429445_sample.pdf, 2016
3. Alvesson M., Sveningsson S., **Changing Organizational Culture Cultural change work in progress**, Second edition, Routledge -Taylor & Francis Books, NY, 2016;
4. Shein E., **Organizational culture and leadership**, 4th Edition, John Wiley & Sons, Inc., San Francisco, 2010;
5. Clipa C., **Organizational behavior**, Comunicare.ro Publishing House, Bucharest, 2010;
6. Gănescu C., **Organizational culture and competitiveness**, Universitară Publishing House, Bucharest, 2011;
7. Karadag E., **Leadership and Organizational Outcomes - Meta-Analysis of Empirical Studies**, Springer International Publishing, Switzerland, 2015;
8. Kinicki A., Fugate M., **Organizational Behavior - A Practical, Problem-Solving Approach**, McGraw Hill-Education, NY, USA, 2016;
9. Robbins P. Sph., Judge A. Th., **Organizational behavior**, 15th edition, Pearson Education Inc., Prentice Hall, U.S.A., 2013.
10. Wagner A. J., Hollenbeck R. J., **Organizational Behavior - securing competitive advantage**, 5th Edition, Routledge, Taylor & Francis Group, New York, 2010.

8.2. Seminar		No. of 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		

Bibliography:

1. Antoniu Eliza, **Project guide: Analysing the organizational culture (context, tasks and working forms)**, 2017;

2. Alvesson M., Sveningsson S., **Changing Organizational Culture Cultural change work in progress**, Second edition, Routledge -Taylor & Francis Books, NY, 2016;
3. Robbins P. Sph., Judge A. Th., **Organizational behavior**, 15th edition, Pearson Education Inc., Prentice Hall, U.S.A., 2013.
4. Kinicki A., Fugate M., **Organizational Behavior - A Practical, Problem-Solving Approach**, McGraw Hill-Education, NY, USA, 2016.
5. Christine Cross and Ronan Carbery, **Organisational Behaviour An Introduction**, Palgrave Macmillan, New York, USA, https://www.macmillanihe.com/resources/sample-chapters/9781137429445_sample.pdf, 2016

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10. Evaluation

Activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Share of final mark
10.4 Course	- The accuracy and completeness of knowledge; - Logical consistency; - The degree of assimilation of specialized language.	- Final evaluation.	50%
10.5 Seminar	- attendance and active participation in the seminar, solving case studies; - admission to degree's requirements in terms of achieving homework and project	- Student's free exposure; - Oral form of dialogue. - Oral presentation of the homework and project	10% 40%
10.6 Minimum performance standard	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 mark 5 at the final evaluation		

Completion date
September 15th, 2021

Course teacher,
PhD. Lecturer Maria-Eliza ANTONIU

Seminar teacher,
PhD. Lecturer Maria-Eliza ANTONIU

Approval date in
Department Council,
September 30th, 2021

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

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