SYLLABUS
Competitive Environment and Company's Competitiveness
2023-2024

1. Program information

1.1	Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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	Strategic Management and Business Development

2. Course information

2.1	Name					**Competitive Environment and Company's Competitiveness**					
2.2	Course teacher					PhD Associate Professor Elena JIANU					
2.3	Seminar teacher					PhD Associate Professor Elena JIANU					
2.4	Year of studies	II	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	2	3.3	**S** / L / P	1
3.4	Total hours from curriculum	42	3.5	of which course	28	3.6	**S** / L / P	14
Time distribution of individual study								hours
Study the textbook, course support, bibliography and notes								42
Further reading in the library, on the online platforms and field								42
Preparing seminars, homework, portfolios and essays								42
Tutoring								3
Examinations								2
Other activities								2

3.7	Total hours of individual study	133
3.8	**Total hours per semester**	**175**
3.9	**Number of credits**	**7**

4. Prerequisites

4.1	of curriculum	Elements of *Management* and *Strategic 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 – 2 CP; ▪ C5. Analyzing and interpreting market information for decision making in business – 3 CP; ▪ C6. Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques – 2 CP.
Transversal competences	

7. Course objectives

7.1 General objective	To provide knowledge to students on specific aspects of the current business environment, understanding the world and European economic trends and management practices for creating and implementing companies' strategies in the current economic climate.
7.2 Specific objectives	A. Cognitive objectives Knowledge of theoretical and methodological elements for a competitive environment and firm's competitiveness; Understand the need for a strategic approach by companies in the current economic context; Identify the types of strategies and the possibility of their application in companies' management practice; Develop strategic thinking of the future management specialists; Understand the terms such as: competitive, competitive advantage, competition and competition types and their use in managerial practice.

	B. Procedural objectives The ability to understand the influence of the external environment on the organization's strategy and performance; Apply acquired knowledge in initiating an developing business activity; Develop the capacity of scientific approach to process management: building organizational abilities, formulating strategic objectives, etc; Develop analysis and evaluation skills of the competitive environment and the firms' requirements for obtaining and increasing their competitiveness. C. Obiective atitudinale Cooperation in teams, working to solve various tasks; Using specific methods of developing and mantaining a competitive organization

8. Course contents

8.1. Course		**No. of hours**	**Teaching methods**	**Observations Used resources**
1	Competition and relevant market; competitive position and competitive environment; relevant market – definding element to fight the competition. Barries to market entry. Barries to market exit.	2	- Lectures - Debate with imaginary opponent - Graphic organizer	*Power –point presentation*
2	Competitiveness - factors that ensure the company's competitiveness; types of competitive advantage. Ways forward to improve the company`s competitiveness	4		
3.	Analysis of the company`s competitive background. The company`s external environment. Types of environment and company`s behavior. Michael Porter`s model of strategic diagnostics of the company`s industry.	4		
4.	Company`s internal environment. Distinctive organisational skills and resources. Competitive advantages and and functional competences.	4		
5.	Company`s effective functioning on the competitive market. Analysis of the company`s strengths and weaknesses. Anticipation of competitor`s reaction and valuing the informations.	4		
6.	Power of public influence on the company`s industry. Role of the state in the economy. Impact of the public sector on the competitive environment. Role of the state in international competition.	4		
7.	Importance of the state fiscal policy for the economic environment and company`s survival	4		
8.	Future characteristics of the company`s environment and future strategic challenges.	2		

Bibliography:

1. Jianu Elena, **Competitional environment and company's competitiveness**, suport de curs in format electronic, 2023
2. **Porters' Five Forces. Strategy Skills**, Team FME, www.free-management-ebooks.com, 2013
3. Fleisher, C.S., Bensoussan, B.E, **Business and Competitive Analysis**, Second Edition, http://ptgmedia.pearsoncmg.com/images/9780133086409/samplepages/9780133086409.pdf, 2015
4. Orsato, R.J., **Competitive Environmental Strategies**, C ALIFORNIA MANAGEMENT REVIEW VOL.48,NO.2 WINTER 2006, http://aeo.izt.uam.mx/cuerpo-eo/seminario/orsato.pdf, 2008
5. Epure D.T, Micu A., **The international business environment**, Ovidius University Press, Constanța, 2012;
6. Gavrilă I., Gavrilă T. , **Competitiveness and competitive environment. Promotion and protection of the competition in the European Union**, second edition, Economică Publishing House, Bucharest, 2009;
7. Hoffman J. A., **Competitive Environmental Strategy: A Guide To The Changing Business Landscape**, 2nd Edition, Island Press, USA, 2013;
8. Hitt A. M, Ireland Duane R., Hoskisson E. R., **Strategic Management: Competitiveness & Globalization**, 9th Edition, South –Western, Cengage Learning, Canada, 2011;
9. Senior B., Swailes Stph., **Organizational Change**, 4th Edition, Pearson Education Ltd. 2010;
10. *** The Global Competitiveness Report (2021/2022)

8.2. Seminar		**No. of hours**	**Teaching methods**	**Observations Used resources**
1	Market strategies	2	- Dialogue - Discussion - Teamwork - Heuristic conversation	Case study, homework and project presentation
2	Innovation strategies	1		
3	Strategic analysis systems of the competitive environment: the Porter model	2		
4	Analisys of the company`s internal environmen	2		
5	Competitive strategies	2		
6	Role of the state in the economy	1		
7	Fiscal policy	2		
8	Growth strategies	2		

Bibliography:

1. Jianu Elena, **Case study: The competitive advantage generating**, material didactic in format electronic, 2023
2. **Porters' Five Forces. Strategy Skills**, Team FME, www.free-management-ebooks.com, 2013
3. Fleisher, C.S., Bensoussan, B.E, **Business and Competitive Analysis**, Second Edition, http://ptgmedia.pearsoncmg.com/images/9780133086409/samplepages/9780133086409.pdf, 2015
4. Orsato, R.J., **Competitive Environmental Strategies**, C ALIFORNIA MANAGEMENT REVIEW VOL.48,NO.2 WINTER 2006, http://aeo.izt.uam.mx/cuerpo-eo/seminario/orsato.pdf, 2008
5. Prigoreanu A-G., **The assertion in the competitive environment; study of the benchmarking technique** , A.S.E., 2006
6. Wignaraja G., **Competitiveness Strategy in Developping countriess – a manual for policy analysis**, Routledge Studies in Development Economics, Taylor & Francis Group, 2009, U.S.A.

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 National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre* 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; - Logical consistency; - The degree of assimilation of specialized language.	- Final evaluation	50 %
10.5 Seminar	- attendence and active participation in the seminar, solving case studies; - admission to degree's requirements in terms of achieving homework	- Student's free exposure; - Oral form of dialogue. - Oral presentation of the homework and project	20% 30%
10.6 Minimum performance standard	1. Communicating information using a correct scientific language of the topic 2. Knowledge of the main concepts specific to competitive environment and company's competitivenessc topic 3. Pass mark 5 at the final evaluation		

Completion date September 16th, 2023	Course teacher, PhD Associate Professor Elena JIANU	Seminar teacher, PhD Associate Professor Elena JIANU
Approval date in Department Council, September 29th, 2023	Head of Department, (provider) PhD Associate Professor Daniela MIHAI	Head of Department, (beneficiary) PhD Associate Professor Daniela MIHAI

SYLLABUS
Organizational Change Management, *2023-2024*

1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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					**Organizational Change Management**					
2.2	Course teacher					PhD Lecturer TOMA Smaranda Nicoleta Cristina					
2.3	Seminar teacher					PhD Lecturer TOMA Smaranda Nicoleta Cristina					
2.4	Year of studies	II	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	2	**3.3**	S / L / **P**	1
3.4	Total hours from curriculum	42	**3.5**	of which seminar	28	**3.6**	S / L / **P**	14
Time distribution								hours
Study the textbook, course support, bibliography and notes								40
Further reading in the library, on the online platforms and field								30
Preparing seminars, homework, portfolios and essays								30
Tutoring								3
Examinations								2
Other activities								3

3.7	Total hours of individual study	108
3.8	**Total hours per semester**	**150**
3.9	**Number of credits**	**6**

4. Prerequisites

4.1. of curriculum	The basics of *Management* and *Human Resource 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/ projects	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 – 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 – 1 CP.
Transversal competences	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 *Organizational Change Management* transmits the students the necessity of going through this process in the evolution of a company, but also the need to apply it when a given situation requires it as a solution. By understanding the reasons behind changes in the company, students realize the importance of personal involvement in the change process in two main directions: the rapid elimination of personal resistance to change and the active support of the transition process the company goes through. It also familiarize the students with the tools and levers to successfully program and implement a change process within a company or a department.

7.2. Specific objectives	*A. Cognitive objectives* 1. Defining correctly the concept of organizational change. 2. Knowing and understanding the determining factors of organizational change. 3. Understanding the need for organizational change and its implications. 4. Learning how to design and implement methods and techniques for change management. *B. Procedural objectives* 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. *C. Attitudinal objectives* 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 to change management** 1.1. Clarifying the concept of change management 1.2. Change management and performance management 1.3. Change management and project management 1.4. The importance of change management 1.5. Reasons why change initiatives are / are not successful	2	Lecture Heuristic conversation Problem solving Explanation Debate	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	**Managing change: a process perspective** 2.1. Process models of change 2.2. Leading change: a process perspective	4		
3	**Recognizing the need for change and starting the change process** 3.1. Patterns of change 3.2. Recognizing a need or opportunity for change 3.3. Starting the change 3.4. Buiding change relationships	4		
4	**Diagnosing what needs to be changed** 4.1. Diagnosis 4.2. Gathering and interpreting information	2		
5	**Leading and managing the people issues** 5.1. The role of leadership in change management 5.2. Power, politics and stakeholder management 5.3. Responsible change management: en ethical approach 5.4. Managing context to promote ethical practice 5.5. Communicating change 5.6. Motivating others to change 5.7. Supporting others through change	4		
6	**Planning and preparing for change** 6.1. Shaping implementation strategies 6.2. Developing a change plan 6.3. Types of intervention 6.4. Action research 6.5. Appreciative inquiry 6.6. Training and development 6.7. High performance management 6.8. Business process re-engineering 6.9. Lean 6.10. Culture profiling 6.11. Value innovation 6.12. Selecting interventions	4		
7	**Implementing change** 7.1. Implementing change 7.2. Reviewing and keeping the change on track	4		
8	**Sustaining change** 8.1. Making change stick 8.2. Spreading change	2		

9	**Learning** 9.1. Change managers learning from their own experience 9.2. Facilitating collective learning 9.3. Pulling it all together: a concluding case study	2		

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Adsit D., Tools for Managing Complex Change, Strategy & Leadership, vol. 4, 2006.

Andriopoulos C., Dawson P., Managing change, creativity and innovation. Second edition. Los Angeles: SAGE, 2014.

Bogáthy Z., Introducere în psihologia organizațională. Curs universitar, Tipografia Universitii de Vest, Timișoara, 2002.

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Burduș E., Căprărescu G., Androniceanu A., Managementul schimbării organizaționale, Editura Economică, București, 2008.

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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.

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Nicolescu O., Verboncu I., Metodologii manageriale, Editura Universitară, București, 2008.

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.

Pugh D.S., Hickson D.J., Managementul organizațiilor, Codecs, București, 2004.

Sirkin H.L., Keenan P., Jackson A., The Hard Side of Change Management, Harvard Business Review, https://hbr.org/2005/10/the-hard-side-of-change-management, 2009

Smith M.E., Changing an organization's culture: correlates of success and failure, Leadership & Organization Development Journal, 24/5, MCB UP Limited, 2003.

8.2. Project		**No. of hours**	**Teaching methods**	**Observations Resources**
1	**Define the Change Management Strategy** 1.1. Company's strategy 1.2. Required change to implement the strategy 1.3. Business roadmap 1.4. Company readiness for change 1.5. Structure and size of the change management team 1.6. Roles & responsibilities 1.7. Guiding principles 1.8. Change Lean Canvas 1.9. Change impact assessment 1.10. Change management objectives and levers (ADKAR Model)	4	Conversation Problem solving Reflection exercises Debate Explanation Teamwork Project presentations	Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.) Computer assisted instruction, modeling
2	**Understand how People Experience Change** 2.1. Change Commitment Curve 2.2. Change Personal Transition Curve 2.3. Heart & Mind Human Drivers 2.4. Innovation Adoption Curve 2.5. Maslow Hierarchy of Human Needs 2.6. Four Stages of Team Development 2.7. Stakeholder analysis	4		
3	**Develop the Change Management Plans** 3.1. Overarching change management plan 3.2. Communication plan 3.3. Sponsorship plan 3.4. Coaching plan 3.5. Training plan 3.6. Resistance management plan	4		

4	**Implement, Track & Manage Progress** 4.1. Governance 4.2. Overarching change management plan status report 4.3. Communication plan status report 4.4. Sponsorship plan status report 4.5. Coaching plan status report 4.6. Training plan status report 4.7. Resistance management plan status report 4.8. Change reinforcement	2		

Bibliography:

Burduș E., Căprărescu G., Androniceanu A., Managementul schimbării organizaționale, Editura Economică, București, 2008.

Burduș E., Popa I., Management. Teste. Probleme, Exerciții. Studii de caz. Grile de evaluare, Editura Pro Universitaria, București, 2013.

Cameron E. & Green M., MAKING SENSE OF CHANGE MANAGEMENT. A complete guide to the models, tools & techniques of organizational change, Kogan Page Limited, http://www.bms.lk/download/GDM_Tutorials/e-books/Making_Sense_of_Change_Management.pdf, 2009.

Cummings Th. G. & Worley C. G., South-Western Cengage Learning, http://otgo.tehran.ir/Portals/0/pdf/organization%20development%20and%20change.pdf, 2009.

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Slidebooks Consulting, Change Management Toolkit. Overview and Approach, ex-McKinsey, Deloitte & BCG Strategy Consultants.

Nicolescu O., Popa I., Dumitrașcu D., Studii de caz relevante privind managementul organizațiilor din România, Editura Pro Universitaria, București, 2017.

* 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 National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre 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 / Project	- active participation during the applications, solving the case studies; - compliance with the requirements of the project .	Evaluating student's products and interventions during the applications. Evaluating student's participation in project making and presentation	20% 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, 2023	Course teacher, PhD Lecturer Smaranda Nicoleta TOMA	Seminar / Project teacher, PhD Lecturer Smaranda Nicoleta TOMA
Approval date in Department Council, September 29th, 2023	Head of Department, (provider) PhD Associate Professor Daniela MIHAI	Head of Department, (beneficiary) PhD Associate Professor Daniela MIHAI

SYLLABUS
Management of Technology Transfer in the Context of Globalization
2023 – 2024

1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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					**Management of Technology Transfer in the Context of Globalization**					
2.2	Course teacher					PhD Assistant Professor Supervisor Crengută-Ileana SINISI					
2.3	Seminar teacher					PhD Assistant Professor Supervisor Crengută-Ileana SINISI					
2.4	Year of studies	II	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	2	**3.3**	**S** / L / P	1
3.4	Total hours from curriculum	42	**3.5**	of wihich course	28	**3.6**	**S** / L / P	14

Time distribution	hours
Study the textbook, course support, bibliography and notes	42
Further reading in the library, on the online platforms and field	42
Preparing seminars, homework, portfolios and essays	42
Tutoring	2
Examinations	2
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

4.1. of curriculum	Elements of Management and 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 – 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; ▪ C5. Analyzing and interpreting market information for decision making in business – 2 CP;.
Transversal competences	

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

7.1. General objective	Understand the effects of technological change on the global economic structure.
7.2. Specific objectives	*A. Cognitive objectives* 1. Correct definition of the matter of study *Management of Technology Transfer in the Context of Globalization* and establishment of its relations with other economic sciences;

	2. Knowledge and understanding of the the impact of technology transfer on manufacturing employment and skills; 3. Understanding the consequences of technological change and its direct and indirect impact on the dynamics of labor markets. *B. Procedural objectives* 1. Identification and discussion of the driving technologies of the current era, for example, in materials, information, and manufacturing; 2. Evaluation of how technological advances are transforming industrial sectors such as telecommunications and construction; 3. Exploration of how in turn the global economy is affecting technology and production through such factors as marketing strategies, intellectual property rights, and financial markets; 4. Clarification of regional and national consequences of globalizing industries for several geographical areas.

8. Course contents

8.1. Course		**No. of hours**	**Teaching methods**	**Observations Resources**
1	**Concepts and basic knowledge management** 1.1. Multidisciplinary Nature of knowledge management 1.2. Organizational Perspectives on knowledge management 1.3. KM for individuals, communities, and organizations	2	Lecture Heuristic conversation Problem solving Explanation Debate	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	**Innovation process** 2.1. Business processes involved in the design of a new surveillance technique 2.2. Combinations of new and existing knowledge produce specific innovations in technology 2.3. Possible innovations are ruled out or silenced and bureaucratic level does this “weeding out” process occur	2		
3	**Innovation management** 3.1. Modeling 3.2. The ideation sandbox 3.3. Creative combination	2		
4	**Creativity in the context of innovation** 4.1. Design 4.2. Evolution of ‘Design’	2		
5	**Technology transfer process** 5.1. Unravelling the process 5.2. The power of people	2		
6	**Technology transfer management** 6.1. Technology and the learning process 6.2. Types of transferred technology and assessing its impact	2		
7	**Technology and competitiveness** 7.1. Factors influencing successful technology transfer to enterprises 7.2. Technology and creation of wealth 7.3. On globalization 7.4. Competitiveness	2		
8	**The tools and technology transfer** 8.1. Five tools to optimize technology transfer 8.2. A support model	2		
9	**Technology transfer is driven by domain. Specific problems** 9.1. A procedure for tracking technology transfer needs 9.2. A project for improving the documentation	2		
10	**Organizations technology transfer** 10.1. Concepts, process, and contextual factors. Technology transfer between science and industry 10.2. Technology transfer and economic development 10.3. The technology commercialization process: A simplified view 10.4. The potential benefits	2		

	10.5. Contextual factors 10.6. Institutional and market failures 10.7. Incentive misalignment problem in a principal-agent context 10.8. Access to specialized resources and supportive mechanisms			
11	**Project planning innovation or technology transfer (ITT)** 11.1. Definitions 11.2. Organizational theory foundations 11.3. Technology transfer process types	2		
12	**Specific occupations innovation and technology transfer** 12.1. Industry and research institution working together towards a knowledge economy 12.2. Promoting research institutions – SME interactions 12.3. Measuring progress	2		
13	**The age of globalization: Impact of information technology on global business strategies** 13.1. Globalization 13.2. Six processes of globalization 13.3. Globalization's effects on global landscapes 13.4. Globalization's effects on business environment 13.5. Impact of information technology on globalization and business	2		
14	**Categories of information technology with corporate examples** 14.1. Functional IT 14.2. Network IT 14.3. Enterprise IT 14.4. Information technology at the strategic level	2		

Bibliography:

1. Sinisi Crenguța-Ileana, **Management of Technology Transfer in the Context of Globalization**– course support in electronic format, 2022 (available by e-learning platform).
2. Barton, John H, **New Trends in Technology Transfer. Implications for National and International Policy**, Issue Paper No.18. Published by ICTSD, Geneva, 2010
3. Filipoiu I.D., Meier M., Kunz A., Müler St., **Manufacturing technologies and technological equipment costs**, Editura PRINTEH Bucureşti, 2009
4. Sönmez, Alper, **Multinational Companies, Knowledge and Technology Transfer**, Editura Springer, 2013
5. *** Japan Science and Technology Agency, **Promoting technology transfer and innovation**, Japan Science and Technology Agency, https://www.jst.go.jp/tt/EN/promoTechTransInnovation.pdf, 2012
6. *** Understanding technology transfer, Apax Partners Ltd, http://www.wipo.int/export/sites/www/sme/en/newsletter/2011/attachments/apax_tech_transfer.pdf, 2011
7. *** **Technology Transfer Handbook An Introductory Guide for Researchers**, Heriot-Watt University, https://www.hw.ac.uk/documents/IP_Handbook.pdf, 2015
8. *** United Nations Conference on Trade and Development (UNCTAD), **Transfer of technology**, UNITED NATIONS New York and Geneva, 2001, http://unctad.org/en/docs/psiteiitd28.en.pdf

8.2. Seminar		**No. of hours**	**Teaching methods**	**Observations Resources**
1	Introduction in management of technology transfer in the context of globalization. Technology transfer and integrated circuits production at Hsinchu Science-Based Industrial Park, Taiwan Province of China. -Large-scale integrated-circuits projects initiated by the Taiwanese authorities -Hsinchu Science-Based Industrial Park -Early stage development -Maturity stage	2	Conversation Problem solving Reflection exercises Debate Explanation	Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.) Computer assisted instruction
2	Presentation of project structure. Example: Case Study	2		

3	Technology transfer and the development of the automobile industry in South Africa - Protection, globalization and technical change in the automobile industry - The South African automotive industry: An overview - Technological development in the South African automobile industry - Modes of technology transfer - Conclusions and policy implications	2		
4	Technology transfer and the development of biotechnology in Argentina - The biotechnology sector in Argentina - Argentina's biotechnology innovation ecosystem - Modes of technology transfer - Conclusions and policy implications	2		
5	Case studies on the effects of technological change on the global economic structure and the transformations in the way companies and nations organize production, trade goods, invest capital, and develop new products and processes	2		
6	Presentation of the project	2		
7	Final evaluation	2		

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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 National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre 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 Final evaluation	10% 50%

10.5 Seminar	- attendence and active participation during the seminars, solving the case studies; - compliance with the requirements of the project .	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% 20%
10.6 Minimum performance standard	1. Understand the effects of technological change on the global economic structure and the transformations in the way companies and nations organize production, trade goods, invest capital, and develop new products and processes 2. Communicating information using a correct scientific language of career management 3. Knowledge of the basic concepts of the discipline and the explanation of the interdependencies between them 4. Pass mark 5 at the final evaluation		

Completion date, September 15th, 2023	Course teacher, PhD Assistant Professor Supervisor Crenguța-Ileana SINISI	Seminar teacher, PhD Assistant Professor Supervisor Crenguța-Ileana SINISI
Approval date in Department Council, September 29th, 2023	Head of Department, (provider) PhD Associate Professor Daniela MIHAI	Head of Department, (beneficiary) PhD Associate Professor Daniela MIHAI

SYLLABUS
Internship
2023-2024

1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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					**Internship**					
2.2	Course teacher					-					
2.3	Seminar teacher					PhD Assistant Professor Supervisor Crenguța Ileana SINISI					
2.4	Year of studies	II	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	6	**3.2**	of which course	-	**3.3**	**S** / L / **P**	6
3.4	Total hours from curriculum	84	**3.5**	of wihich course	-	**3.6**	**S** / L / **P**	84

Time distribution	ore
Study the textbook, course support, bibliography and notes	3
Further reading in the library, on the online platforms and field	3
Preparing seminars, homework, portfolios and essays	5
Tutoring	2
Examinations	2
Other activities	1

3.7	Total hours of individual study	16
3.8	**Total hours per semester**	**100**
3.9	**Number of credits**	**4**

4. Prerequisites

4.1. of curriculum	-
4.2. of competences	Analysis, synthesis, divergent thinking, drafting reports, drafting analysis, and being able to put into practice concepts ant theories. Have knowledge about management, marketing, techniques and tools for business diagnostics and assessment, business planning and development techniques and tools, organizational policies and strategies in the context of sustainable development, business management.

5. Requirements

5.1. for courses	Is not the case
5.2. for seminars	Is not the case.

6. Specific acquired competences

Professional competences	▪ 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 – 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	Students' skills and competences development regarding the application of the theoretical concepts, theories and aspects within the real life contexts.
7.2. Specific objectives	*A. Cognitive objectives cognitive* 1. Ability to interpret through logical thinking issues related to the organization and functioning of commercial companies;

	2. Acquiring by the trainees the know-how necessary to manage the enterprise through methods and techniques used by the practice to develop their spirit of action as well as the ability to manage the work process within the organizations; 3. Capacity to design and manage processes; 4. Selection of relevant economic information to solve various concrete problems in and to adopt the optimal decision. C. Attitudinal objectives 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 personal and professional development plans.

8. Contents

Applications: Seminars / Labs / Homework		**No. of hours**	**Teaching methods**	**Observations Resources**
1.	Presentation, description and characterization of the company and current activity: - the company identification, the legal framework, the legal status, the company's share capital; - short history of the company; - the business scope of the firm; - production capacity (if it is a production company), services rendered (if it is a service company); - how to organize and manage the firm; - analysis of current business activities; - System of organizing and coordinating activities.	8	discussions presentations drafting applying	The companies' documentation /reports. Discussions with tutors on the focused topics. Tutors guidance.
2	Marketing environment – definition, components and analysis tools. - analysis of the external stakeholders - analysis of STEP factors - analysis of the industry - reviewing the analysis results - SWOT profile drafting.	8		
3	Analyzing the organization of the company's activity: - organizational structure of the company and organization chart of the unit: number of employees (permanent and seasonal, level of training, positions held, age groups), attributions; - the organizational structure of the main subdivisions of the company; - organizational relationships involved; - management and execution personnel, job descriptions, organization and operation regulations, other internal regulations; - organization of the firm; - the functions of the firm - the way of manifestation and exercise (research and development, production - where appropriate, commercial, financial and accounting personnel) - the contribution of the main components of the process organization to achieving the company's objectives.	10		
4	Market research – managerial tool. - drafting a research plan for company usage; - collecting data; - data analysis; - research report drafting; - discussions with the company management on the report results.	8		
5	Analysis of the company's internal environment: - current status, malfunctions, improvement proposals; - general about the financial situation of the firm; - description of products / services, technological processes developed; company logistics; equipment: office equipment, means of transport; spaces for the provision of services, storage and others; - the company's profitability threshold, as well as the profitability threshold for a product or service provided by the firm;	8		

	- analyzing the performance of the commercial strategy; - the human resources involved; - describing the climate and organizational culture; - processing documents within the company; - interpreting the dynamics of the internal environment.			
6	Formulating business development alternatives based on the SWOT analysis of the DIY firm / shop and demonstrating their relevance, referring to the national, European and global economic realities: - internal factors analysis / business potential assessment - materialized in the identification of strengths and weaknesses; - analysis of external factors, detailing the opportunities and threats the organization faces; - formulation of strategic alternatives based on the SWOT strategic diagnostic matrix.	8		
7	Analyzing the business model. - the business canvas drafting; - market segments analysis and targeting strategies; - the value proposition for the companies' customers; - business operations and value chain; - the business strategy.	8		
8	Identifying and substantiating the company's strategies into the external environment point of view - vision and mission of the firm; - presentation of the fundamental objectives; - strategic options of the company (means of achieving the objectives); - necessary resources; - intermediate and final milestones; - the competitive advantage of the organization.	8		
9	The use of some methods to stimulate creativity in organizational change management brainstorming; Delbecq method; book collective method; Sinectic method; technical Phillips 66; matrix discoveries; Zwicky's morphological method; SCANLON Plan.	8		
10	Organizational culture analysis: description of the organizational culture content, and function; Identifying the influence factors and characteristics, Identifying the organizational culture type.	8		
11	Final evaluation	2		

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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 the internship 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 National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre 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 / Project	- attendence and active participation and the tasks fulfilling degree during the internship	Involvement in internship activities	20%
	- project elaboration and presentation	project evaluation (the content project)	50%
	- participation in final debates on project analysis and interpretation	project evaluation (final presentation)	30%
	- compliance with the requirements of the project .		
10.6 Minimum performance standard	The student accomplished the internship tasks according to the internship portfolio. His/hers attendance to the internship activities was over 75%. The student presented his/hers internship project.		

Completion date, September 17th, 2023	Course teacher, -	Seminar / Project teacher, PhD Assistant Professor Supervisor Crenguța-Ileana SINISI
Approval date in Department Council, September 29th, 2023	Head of Department, (provider) PhD Associate Professor Daniela MIHAI	Head of Department, (beneficiary) PhD Associate Professor Daniela MIHAI

SYLLABUS
ANALYSIS OF CONSUMER SATISFACTION
2023-2024

1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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					**Analysis of Consumer Satisfaction**					
2.2	Course teacher					PhD Associate Professor Amalia Viorica DUȚU					
2.3	Seminar teacher					PhD Associate Professor Amalia Viorica DUȚU					
2.4	Year of studies	II	2.5	Semester	I	2.6	Evaluation type	colloquy	2.7	Course type	Optionally

3. Total estimated time

3.1	Number of hours per week	3	**3.2**	of which course	2	**3.3**	S / L / **P**	1
3.4	Total hours from curriculum	42	**3.5**	of wihich course	28	**3.6**	S / L / **P**	14

Time distribution	ore
Study the textbook, course support, bibliography and notes	36
Further reading in the library, on the online platforms and field	30
Preparing seminars, homework, portfolios and essays	36
Tutoring	4
Examinations	2
Other activities	-

3.7	Total hours of individual study	108
3.8	**Total hours per semester**	**150**
3.9	**Number of credits**	**6**

4. Prerequisites

4.1. of curriculum	-
4.2. of competences	analysis, synthesis, divergent thinking, drafting reports, drafting analysis, being able to put into practice concepts ant 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 – 4 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. Presenting the usage of the quantitative and qualitative methods for assessing the customer satisfaction.

7.2. Specific objectives	*A. Cognitive objectives cognitive* 1. Understanding the role of assessing the customers satisfaction; 2. Understanding the principles and methods used for customers satisfaction assessment 3. Familiarizing students with the methods and tools used in marketing research 4. Familiarizing students with the research plan drafting and implementing 5. Familiarizing students with research report drafting *B. Procedural objectives* 1. students should be able to use customers feedback for improving marketing strategies; 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. *C. Attitudinal objectives* 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. Customers' satisfaction assessment - introduction into the topic.	2	Lecture Heuristic conversation Problem solving Explanation Debate	Power Point presentations Didactical short movies Working forms
2	Introduction in customers' behavior.	6		
3	The process of customers' satisfaction assessment –how to plan and report into the process.	4		
4	Quantitative research methods used into the customers' satisfaction assessment process	6		
5	Qualitative research methods used into the customers' satisfaction assessment process	6		
6	Business performance assessing using customers' satisfaction, customers' loyalty and customers retaining rates.	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, Quantitative and qualitative methods for customers' satisfaction assessment – theory and practice., suport de curs pe support electronic, 2023.
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8.2. Project		**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 Scientific articles SPSS Short didactic movies
2	Quantitative research methods usage form customer satisfaction assessment. How to draft a research plan. Dissections on the topic.	4		
3	Data analysis using SPSS – descriptive statistics (fervencies, mean values, crosstabs, case reports, graphics and tabs). Research report drafting.	4		
4	Qualitative research methods usage form customer satisfaction assessment. How to draft an in-depth interview guide and research report. Dissections on the topic.	2		
5	How to use customers' feedback to improve the marketing strategy. How to use customers' satisfaction, customers' loyalty and customers retaining rates for business performance assessment.	2		

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, Project guide- Drafting a market survey plan and a final research report material didactic in format electroni, 2023.
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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 National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre 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	30%
10.5 Project	- active participation during the seminars, solving the case studies; - compliance with the requirements of the project .	Involvement in seminar activities (case studies, roll playing) case study project evaluation (quantitative research)	10% 30% 30%
10.6 Minimum performance standard	Minimum requirements for the pass mark 5: achieving the following minimum skills: C6. The students should be able to analyze and interpreting customer feedback and incorporate this into strategic decisions.		

Completion date, September 21st, 2023	Course teacher, PhD Associate Professor Amalia Viorica DUȚU	Project teacher, PhD Associate Professor Amalia DUȚU
Approval date in Department Council, September 29th, 2023	Head of Department, (provider) PhD Associate Professor Daniela MIHAI	Head of Department, (beneficiary) PhD Associate Professor Daniela MIHAI

SYLLABUS

Cercetări cantitative și calitative utilizate în studiul pieței
(*Quantitative and Qualitative Market Research*)
2023-2024

1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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					**Cercetări cantitative și calitative utilizate în studiul pieței (*Quantitative and Qualitative Market Research*)**					
2.2	Course teacher										
2.3	Seminar teacher										
2.4	Year of studies	II	2.5	Semester	I	2.6	Evaluation type	colloquy	2.7	Course type	Optionally

3. Total estimated time

3.1	Number of hours per week	3	**3.2**	of which course	2	**3.3**	S / L / **P**	1
3.4	Total hours from curriculum	42	**3.5**	of wihich course	28	**3.6**	S / L / **P**	14
Time distribution								ore
Study the textbook, course support, bibliography and notes								36
Further reading in the library, on the online platforms and field								30
Preparing seminars, homework, portfolios and essays								36
Tutoring								4
Examinations								2
Other activities								-

3.7	Total hours of individual study	108
3.8	**Total hours per semester**	**150**
3.9	**Number of credits**	**6**

4. Prerequisites

4.1. of curriculum	-
4.2. of competences	analysis, synthesis, divergent thinking, drafting reports, drafting analysis, being able to put into practice concepts ant 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 – 4 CP.
Transversal competences	

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

7.1. General objective	Knowledge dissemination, explanation, interpretation of the concepts, theories, methods and tools specific for the domain; Market research based on analysis methods and tools. Presenting the usage of the quantitative and qualitative methods for assessing the markets.

7.2. Specific objectives	*A. Cognitive objectives cognitive* 1. Understanding concepts used in market research; 2. Understanding the principles and methods used for market assessment; 3. Familiarizing students with the methods and tools used in marketing research 4. Familiarizing students with the research plan drafting and implementing 5. Familiarizing students with research report drafting *B. Procedural objectives* 1. students should be able to use market information for improving marketing strategies; 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. *C. Attitudinal objectives* 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. Marketing research – what is it? How should be used?	2	Lecture Heuristic conversation Problem solving Explanation Debate	Power Point presentations Didactical short movies Working forms
2	How to use the quantitative data and qualitative date in market analysis. Quantitative methodology vs. Qualitative methodology.	6		
3	Quantitative research methods used for market analysis	6		
4	Qualitative research methods used for market analysis	2		
5	Drafting a research plan using a qualitative methodology	4		
6	Statistical analysis of market information by using SPSS	8		

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, Quantitative and qualitative methods for customers' satisfaction assessment – theory and practice., suport de curs pe support electronic, 2023.
3. Ramees Rahman. M, Safeena P., Customer Needs and Customer Satisfaction, Research Gate Platform, https://www.researchgate.net/publication/303813023_Customer_Needs_and_Customer_Satisfaction, 2016
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5. Greener S., Business Research Methods, Ventus Publishing ApS, http://gent.uab.cat/diego_prior/sites/gent.uab.cat.diego_prior/files/02_e_01_introduction-to-research-methods.pdf, 2008

8.2. Project		**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	Power Point presentations Scientific articles SPSS Short didactic movies
2	Quantitative research methodology. How to draft a research plan. Dissections on the topic.	2		
4	Data analysis using SPSS – descriptive statistics (fervencies, mean values, crosstabs, case reports, graphics and tabs). Research report drafting.	6		
5	Qualitative research methods usage. How to draft an in-depth interview guide and research report. Dissections on the topic.	2		
6	How to use customers' feedback to improve the marketing strategy. How to use customers' satisfaction, customers' loyalty and customers retaining rates for business performance assessment.	2		

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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

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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 National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre 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	30%
10.5 Seminar / Project	- active participation during the seminars, solving the case studies; - compliance with the requirements of the project .	Involvement in seminar activities (case studies, roll playing) case study project evaluation (quantitative research)	10% 30% 30%
10.6 Minimum performance standard	Minimum requirements for the pass mark 5: achieving the following minimum skills C 6. Analyzing and interpreting market information for decision making in business.		

Completion date, September 16th, 2023	Course teacher,	Seminar/ Project teacher,
Approval date in Department Council, September 29th, 2023	Head of Department, (provider) PhD Associate Professor Daniela MIHAI	Head of Department, (beneficiary) PhD Associate Professor Daniela MIHAI

SYLLABUS
Decision Making by Methods of Operational Research
2023-2024

1. Program information

1.1	Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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					**Decision Making by Methods of Operational Research**					
2.2	Course teacher					PhD. Lecturer Maria-Eliza ANTONIU					
2.3	Seminar teacher					PhD. Lecturer Maria-Eliza ANTONIU					
2.4	Year of studies	II	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	4	3.2	of which course	2	3.3	**S** / L / **P**	1 + 1
3.4	Total hours from curriculum	48	3.5	of which course	24	3.6	**S** / L / **P**	12 + 12

Time distribution	hours
Study the textbook, course support, bibliography and notes	40
Further reading in the library, on the online platforms and field	40
Preparing seminars, homework, portfolios and essays	40
Tutoring	4
Examinations	2
Other activities	1

3.7	Total hours of individual study	127
3.8	**Total hours per semester**	**175**
3.9	**Number of credits**	**7**

4. Prerequisites

4.1	of curriculum	The basics of Management and Mathematics Applied in 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 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 – 2 CP; ▪ C2. Making decision scenarios and forecasting their potential impact – 2 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	

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

7.1 General objective	The course ***Decision Making by Methods of Operational Research*** transmits the students the need to implement sustainable development strategies and policies, evaluated in a coordinated way and taken into account in decision making. Developing students' abilities and skills of using the main methods of operational research in decision making on mathematical bases.
7.2 Specific objectives	*A. Cognitive objectives* 1. Knowing and understanding the concept of operational research; 2. Working with algorithms specific to decision theory and optimization processes; 3. Acquiring linear programming models, graph theory, game theory and decision theory; 4. Explaining, interpreting and approaching scientifically the complex problems that occur in company management, in order to develop the best decisions; 5. Defining correctly the subject of "*Decision Making by Methods of Operational Research*" and establishing its connections with other economic sciences.

	B. Procedural objectives 1. Solving applications and case studies related to decision making using algorithms of operational research; 2. Identifying concrete situations to apply the methods of operational research; 3. Familiarizing students with completing the steps of operational research in solving the problems of an organization; *C. Attitudinal objectives* 1. Ability to work in a team 2. Respectin the rules of professional deotology based on explicit value

8. Contents

8.1. Course		**No. of hours**	**Teaching methods**	**Observations Resources**
1	**THE THEORY OF DECISION** 1.1 The economic decision-making process 1.2 Methods and management techniques using elements of theory of decision	2	- lecture - debate with fictitious opponent - graphic organizer	(Other) resources used: Short presentations in Power Point for the stimulation of the reflection
2	**LINEAR PROGRAMMING AS MATHEMATICAL METHOD OF SOLVING OPTIMIZATION PROBLEMS** 2.1 Economic problems leading in linear programming models 2.2 The mathematical form a problem of P.L. 2.3 Elements on vectorial space 2.4 Solutions of a linear programming problem	2		
3	**SIMPLEX PRIMAL ALGORITHM** 3.1 The mathematic bases of the Primal Simplex method. Simplex tabel. Algorithm description 3.2 Simplex algorithm for different types of problems	4		
4	**DUALITY IN LINEAR PROGRAMMING. SIMPLLEX DUAL ALGORITHM** 4.1 Duality in linear programming 4.2 Simplex dual algorithm	4		
5	**THE USE OF LINEAR PROGRAM IN THE PRACTICAL SOLVING OF TRANSPORT PROBLEMS IN LOGISTICS OF THE ENTERPRISE** 5.1 Solving transport problems unbalanced type 5.2 Solving balanced type transport problems	4		
6	**FORRESTER SIMULATION METHOD IN THE MANAGEMENT OF DYNAMIC SYSTEMS** 6.1 Economic-mathematical modeling, the bases of foundation and decision-making 6.2 The Forrester simulation	4		
7	**THE USE OF FORRESTER TECHNIQUES IN THE MODELING OF TRANSPORT PROBLEMS** 7.1 Transport of primary materials, materials and goods 7.2 The use of Forrester techniques in the management transport undertakings	4		

Bibliography

1. Grădinaru, D., Antoniu, E., **Decision making by methods of operational research**, Lecture Notes in Electronic Form, 2023;
2. Bresnick Therry, Periu Omar, **Innovative Decision-Making Techniques - A Foccussed Approach**, Springer Nature Switzerland, 2022;
3. James A. Brickley, Clifford W. Smith, Jerold L. Zimmerman, M**anagerial economics and organizational architecture**, McGraw-Hill / Irwin, 2009
4. Denis Bouyssou Didier Dubois Marc Pirlot Henri Prade, **Decision-making Process, Concepts and Methods,** John Wiley & Sons, Inc. London, UK, https://onlinelibrary.wiley.com/doi/pdf/10.1002/9780470611876.fmatter, 2009
5. Giovanni Parmigiani, Lurdes Y. T. Inoue, Hedibert F. Lopes, **Decision Theory Principles and Approaches**, John Wiley & Sons Ltd, United Kingdom, https://www.webdepot.umontreal.ca/Usagers/perronf/MonDepotPublic/stt2100/Decision_theory.pdf, 2009
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7. Sven Ove Hansson, **Decision Theory. A Brief Introduction,** Royal Institute of Technology (KTH) Stockholm http://web.science.unsw.edu.au/~stevensherwood/120b/Hansson_05.pdf, 2013
8. Susmita Bandyopadhyay, **Decision Support System Tools and Techniques**, 1st , CRC Press Taylor &Francis Group, 2023.

8.2. Seminar		No. of hours	Teaching methods	Observations Resources
1	The mathematical form a problem of P.L. Solutions of a linear programming problem Methods of solving decisional, multicriterial problems in conditions of certainty, without utilities	1	- Questioning - Debate - Working group - Conversation - Heuristic approach	Case study, homework presentation, check list Computer assisted instruction, modeling
2	Forms of presentation of a linear programming problem Combined use of the variable variables and artificial variables to obtain the standard work form Switching from canonical form to standard form	2		
3	Simplex algorithm for initial solution problems Simplex algorithm without initial solutions and form restrictions Simplex algorithm without initial solutions and form restrictions $Ax = b,\ b \geq 0,\ x \geq 0$ / 59 Simplex algorithm for problems without initial solutions and form restrictions $Ax \overset{<}{=} b,\ b \geq 0,\ x \geq 0$ / $>$	2		
4	Determining the Optimal Solution of a P.L. through its duality The dual simplex algorithm for dual-core solutions - basic issues Dual simplex algorithm for problems without dual possible basic solution	2		
5	Determining the optimal solution Determining a possible basic, non-generated, initial solution	1		
6	Microstructure of the feedback loop, consideration of the time factor and axioms of the structure Other examples of Forrester simulations The equation model of a dynamic system and basic structures used in building dynamic Flow diagram of a dynamic system	2		
7	The use of Forrester techniques in the management transport undertakings	2		
	Project **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 **2. Application of management methods and techniques using the decision theory** 2.1. . Models of LP problems. Explaining a linear program 2.2. The dual simplex algorithm. Obtaining a dual explicit form 2.3. Getting the starting solution. Determining the optimal solution 2.4. Hamiltonian roads and circuits. The problem of optimum value tree 2.5. Deterministic and stochastic models of storage. Determining the safety stock **3. Proposals for the increase of the efficiency of the company by emphasizing the creative side of the management**	4 4 4		

Bibliography

1. Grădinaru, D., Antoniu, E., **Decision making by methods of operational research**, Lecture Notes in Electronic Form, 2023;
2. Bresnick Therry, Periu Omar, **Innovative Decision-Making Techniques - A Foccussed Approach**, Springer Nature Switzerland, 2022;
3. Denis Bouyssou, Didier Dubois, Marc Pirlot, Henri Prade, Decision-making Process, Concepts and Methods, John Wiley & Sons, Inc. London, UK, https://onlinelibrary.wiley.com/doi/pdf/10.1002/9780470611876.fmatter, 2009
4. James A. Brickley, Clifford W. Smith, Jerold L. Zimmerman, Managerial economics and organizational architecture, McGraw-Hill / Irwin, 2009
5. Giovanni Parmigiani, Lurdes Y. T. Inoue, Hedibert F. Lopes, Decision Theory Principles and Approaches, John Wiley & Sons Ltd, United Kingdom, https://www.webdepot.umontreal.ca/Usagers/perronf/MonDepotPublic/stt2100/Decision_theory.pdf, 2009
6. Sven Ove Hansson, Decision Theory. A Brief Introduction, Royal Institute of Technology (KTH) Stockholm http://web.science.unsw.edu.au/~stevensherwood/120b/Hansson_05.pdf, 2013

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 enviroment.

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 Decision making by methods of operational research 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	- Final assessment	50 %
10.5 Seminar / Project	• Attendence 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 Test – solving applications • Project – applications proposed by the teacher on the methodology of implementing the changes will be solved. The level of complying with the requirements will be assessed	• Free presentation of the student and the oral questioning in the form of dialogue • Test - Oral presentation of the homework - Oral questioning	20% 10% 20%
10.6 Minimum standard of performance	1. Commmunication of information using correctly the scientific language with respect to the field of the methods of operational research 2. Knowledge of the basic concepts pertaining to the discipline "*Decision making by methods of operational research*" 3. The ability to use the methods of stimulating creativity in the modeling of managerial decision 4. Grade 5 in the final assessment		

Completion date September 14th, 2023	Course teacher, PhD. Lecturer Maria-Eliza ANTONIU	Seminar / Project teacher, PhD. Lecturer Maria-Eliza ANTONIU
Approval date in Department Council, September 29th, 2023	Head of Department, (provider) PhD Associate Professor Daniela MIHAI	Head of Department, (beneficiary) PhD Associate Professor Daniela MIHAI

SYLLABUS
Business Plan for Entrepreuners
2023 – 2024

1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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					**Business Plan for Entrepreuners**					
2.2	Course teacher					PhD Lecturer Olimpia-Elena-Mihaela OANCEA					
2.3	Seminar / Project teacher					PhD Lecturer Olimpia-Elena-Mihaela OANCEA					
2.4	Year of studies	II	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
3.4	Total hours from curriculum	24	**3.5**	of wihich course	12	**3.6**	S / L / **P**	12

Time distribution	hours
Study the textbook, course support, bibliography and notes	24
Further reading in the library, on the online platforms and field	24
Preparing seminars, homework, portfolios and essays	16
Tutoring	4
Examinations	4
Other activities	4

3.7	Total hours of individual study	76
3.8	**Total hours per semester**	**100**
3.9	**Number of credits**	**4**

4. Prerequisites

4.1	of curriculum	The basics of Management Techniques and Tools, Marketing Strategies and Politics, Business Development Strategies Through Projects, Negotiation and Partnership
4.2	of competences	Capacity of analysis, synthesis, divergent thinking

5. Requirements

5.1	for courses	-
5.2	for seminars / projects	-

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	

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

7.1. General objective	The course transmits the master students the need to recognize the positive contributions of entrepreneurship to society, to describe the characteristics of successful entrepreneurs and to develop the business plan.
7.2. Specific objectives	*A. Cognitive objectives cognitive* 1. Familiarizing master students with social entrepreneurship and social responsibility. 2. Developing entrepreneurial skills in the development of a business plan. 3. Assuming the business decision and planning its implementation.

	B. Procedural objectives 1. Evaluating opportunities and risks specific to business. 2. Identifying the strategies for business growth. 3. Developing constructive attitudes in various organizational contexts. 4. Analyzing and interpreting market information for decision making in business *C. Attitudinal objectives* 1. Cooperation and teamwork to solve various job tasks; 2. Using specific methods to develop plans of personal and professional development.

8. Course contents

8.1. Course		**No. of hours**	**Teaching methods**	**Observations Resources**
1	Creativity and innovation process. Typology of innovations	2	Lecture Heuristic conversation Explanation Debate	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	The characteristics of successful entrepreneurs. Creation of the business idea	2		
3	Business Model & Business plan - structure and content.	2		
4	Strategies for business growth	2		
5	Entrepreneurial leadership	2		
6	European entrepreneurship education and knowledge entrepreneurship	2		

Bibliography:

1. Colin Barrow, The Business Plan Workbook: A Step-By-Step Guide to Creating and Developing a Successful Business, Editura: Kogan Page, 2021
2. Dan Galai, Lior Hillel, Daphna Wiener, How To Create A Successful Business Plan: For Entrepreneurs, Scientists, Managers And Students, World Scientific, 2016
3. Entrepreneur Media, Write Your Business Plan: Get Your Plan in Place and Your Business Off the Ground, Publisher: Entrepreneur Pr, 2015
4. Eric Butow, Jesse Draper, Write Your Business Plan: A Step-By-Step Guide to Build Your Business, Entrepreneur, Press, 2023
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6. Mike P. McKeever, How to Write a Business Plan, Paperback, 2018
7. Rhonda Abrams, Successful Business Plan: Secrets & Strategies, Editura: Planning Shop, 2023
8. Rose Molly Elodie, Business Plan For An Entrepreneur, Publisher:Independently published, 2020

8.2. Project		**No. of hours**	**Teaching methods**	**Observations Resources**
1	Organizing seminar: presenting the course objectives and competences, distributing project themes and methods to make them.	1	Heuristic conversation Explanation Debate Project presentations	-
2	Presenting, describing and characterizing the company	1		
3	The opportunity, industry and market description	1		
4	Description and explantation of the strategies implemented in the company	1		
5	The business model explantation	1		
6	Analyzing the current management system of the company	1		
7	Analyzing the organisation of the company	1		
8	Analyzing the marketing plan of the company	2		
9	Analyzing the operational plan of the company	1		
10	Analyzing the financial plan. Sources of finance.	1		
11	Opinions and suggestions of the business plan.	1		

Bibliography:

1. Dan Galai, Lior Hillel, Daphna Wiener, How To Create A Successful Business Plan: For Entrepreneurs, Scientists, Managers And Students, World Scientific, 2016
2. Eric Butow, Jesse Draper, Write Your Business Plan: A Step-By-Step Guide to Build Your Business, Entrepreneur, Press, 2023
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4. Jim Horan, The One Page Business Plan for the Creative Entrepreneur: The Fastest, Easiest Way to Write a Business Plan, Independently published, 2020
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6. Rhonda Abrams, Successful Business Plan: Secrets & Strategies, Editura: Planning Shop, 2023
7. Tom Peters, The One Page Business Plan for the Creative Entrepreneur: The Fastest, Easiest Way to Write a Business Plan, Editura: Independently Published, 2020

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 National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre 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 Cours	The quality and consistency of knowledge	Written exam: the quality and consistency of treating subjects.	50 %
10.5 Project	Analyzing student's products and interventions during the projets + student's participation in project making and presentation.	• Project • Attendence and interventions during the projects	40% 10%
10.6 Minimum performance standard	Understanding the principles, criteria and directions of business plan; Presentation of project.		

Completion date, September 18th, 2023	Course teacher, PhD Lecturer Olimpia-Elena-Mihaela OANCEA	Project teacher, PhD Lecturer Olimpia-Elena-Mihaela OANCEA
Approval date in Department Council, September 29th, 2023	Head of Department, (provider) PhD Associate Professor Daniela MIHAI	Head of Department, (beneficiary) PhD Associate Professor Daniela MIHAI

SYLLABUS
STRATEGIES, METHODS AND TECHNIQUES OF SALES DEVELOPMENT
2023-2024

1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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					**Strategies, Methods and Techniques of Sales Development**					
2.2	Course teacher					PhD Assistant Professor Mădălina BRUTU					
2.3	Seminar teacher					PhD Assistant Professor Mădălina BRUTU					
2.4	Year of studies	II	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	2	**3.3**	**S /** L / P	1
3.4	Total hours from curriculum	36	**3.5**	of wihich course	24	**3.6**	**S /** L / P	12

Time distribution	hours
Study the textbook, course support, bibliography and notes	36
Further reading in the library, on the online platforms and field	36
Preparing seminars, homework, portfolios and essays	36
Tutoring	2
Examinations	2
Other activities	2

3.7	Total hours of individual study	114
3.8	**Total hours per semester**	**150**
3.9	**Number of credits**	**6**

4. Prerequisites

4.1. of curriculum	The basics of Management, Commercial Management and Marketing Strategies and Politics.
4.2. of competences	Capacity of 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 classically.

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 – 4 CP.
Transversal competences	

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

7.1. General objective	Familiarizing master students with the strategies, methods and techniques of sales development.
7.2. Specific objectives	*A. Cognitive objectives* 1. Learning the techniques of sales force sizing; 2. Familiarizing students with the tools of developing sales strategies; 3. Assuming the most effective sales strategies; 4. Learning the techniques in prospecting sales activity;

	5. Identifying ways to rationalize the sales process; 6. Presenting modern sales methods: direct sales and Internet sales; 7. Familiarizing students with the methods and techniques of improving sales activity: strategic diagnosis, Six Sigma, TPS. *B. Procedural objectives* 1. Managerial theories specific to the field of sales. 2. Identifying some concrete situations to apply the methods and techniques of sales development. *C. Attitudinal objectives* 1. Respecting the ethics in the profession of seller 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	The sales activity - an essential factor of company competitiveness: the place and role of sales within a company, defining the activity of sales, marketing versus sales	2	Lecture Heuristic conversation Problem solving Explanation Debate	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	Types of sales: the main classifications of sales types	2		
3	The philosophy of strategic management of sales: defining the sales strategy, defining the strategic management, approaching the strategic process in sales	2		
4	Forecasts in sales – an essential component of strategic management of sales: the importance of forNcasts, their beneficiaries, forecasting methods and models	2		
5	Methods and techniques used in developing sales strategies: SWOT analysis, analysis of competitive external environment, BCG, General Electric, Arthur D. Little	4		
6	Developing some modern types of sales: direct sales and Internet sales	2		
7	Developing sales by the method of diagnosing the managerial resources of the sale subsystem	2		
8	Developing and improving sales activity by the method Total Performance Scorecard	4		
9	Six Sigma – a technique to redesign the sales system	2		
10	Final evaluation	2		

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3. Brutu M., Tehnici de vânzări (Sales Techniques), University of Pitești Publishing House, Piteşti, 2016
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18. http://asq.org/sixsigma/
19. http://www.balanced-scorecard.ro/
20. http://www.isixsigma.com/new-to-six-sigma/getting-started/what-six-sigma/
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23. www.balancedscorecard.org

8.2. Seminar		**No. of hours**	**Teaching methods**	**Observations Resources**
1	Organizing seminar: presenting the course objectives and competences, distributing themes and essays. Presenting project themes and methods to make them	1	Conversation Problem solving Reflection exercises Debate Explanation Teamwork Project presentations	
2	Simulating a strategic sales process	1		
3	Testing SWOT analysis model and the analysis of competitive external environment within a commercial company	1		
4	BCG, General Electric, Arthur D. Little methods	1		
5	Methods of sales force sizing	1		
6	The practical sales-simulation process	1		
7	Internet sales	1		
8	Direct sale and its relation with direct marketing	1		
9	Method to diagnose the managerial resources of the sales subsystem - practical simulations	1		
10	Analyzing TPS concept	1		
11	Making balances of Scorecard	1		
12	Six Sigma - examples of companies that have successfully applied this technique	1		

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18. http://www.balanced-scorecard.ro/
19. http://www.isixsigma.com/new-to-six-sigma/getting-started/what-six-sigma/
20. http://www.productivity.ro/ro/six-sigma/
21. http://www.rma.org.in/editor/uploads/files/six-sigma.pdf
22. www.balancedscorecard.org

* 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.

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

Note: *The National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre* 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 Final evaluation	10% 50%
10.5 Seminar	- attendence and active participation during the seminars, solving the case studies; - compliance with the requirements of the project .	Attendence Evaluating student's products and interventions during the seminars Evaluating student's participation in project making and presentation	20% 20%
10.6 Minimum performance standard	Minimum requirements for the pass mark 5: achieving the following minimum skills: A1, A2, A3, B1, B2, C1.		

Completion date, September 16th, 2023	Course teacher, PhD Associate Professor Mădălina BRUTU	Seminar teacher, PhD Associate Professor Mădălina BRUTU
Approval date in Department Council, September 29th, 2023	Head of Department, (provider) PhD Associate Professor Daniela MIHAI	Head of Department, (beneficiary) PhD Associate Professor Daniela MIHAI

SYLLABUS
Discursive Practices in Business. Applied Competencies
2023-2024

1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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					**Discursive Practices in Business. Applied Competencies**					
2.2	Course teacher					-					
2.3	Seminar teacher					PhD Lecturer TOMA Smaranda Nicoleta Cristina					
2.4	Year of studies	II	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	-	**3.3**	**S** / L / P	2
3.4	Total hours from curriculum	24	**3.5**	of wihich course	-	**3.6**	**S** / L / P	24

Time distribution	hours
Study the textbook, course support, bibliography and notes	20
Further reading in the library, on the online platforms and field	24
Preparing seminars, homework, portfolios and essays	24
Tutoring	3
Examinations	2
Other activities	3

3.7	Total hours of individual study	76
3.8	**Total hours per semester**	**100**
3.9	**Number of credits**	**4**

4. Prerequisites

4.1. of curriculum	Business English, Business Communication, Rhetoric and Argumentation in the Organizational Environment
4.2. of competences	Capacity of 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	▪ 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; ▪ 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	As the global economy grows, companies from different countries increasingly have to work, trade and communicate with each other. Therefore, communication in an international language becomes imperative. English is often the language used for this communication.

	These seminars helps students to understand the principles of business communication; to produce accessible, well designed every day writing and compelling presentations and speeches; to prepare and project high quality presentations and speeches; to listen and speak during normal business activities such as meetings, interviews, telephone conversation or negotiations; to adapt written and oral communication skills for achieving leading strategic business goals. These seminars help 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 presentations and command of body language.
7.2. Specific objectives	The seminars also cover discursive techniques, the composition, structure and how to deliver presentations. They also address other issues like body language, visuals, and interaction with the audience. 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. 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.

8. Contents

8.2. Seminar		**No. of hours**	**Teaching methods**	**Observations Resources**
1.	**INTRODUCTION IN DISCURSIVE PRACTICES IN BUSINESS** 1.1. Reading: Understanding the Principles of Business Communication 1.2. Essential Principles for Successful Results in Business Communications (informing and influencing your target audience by building skills in writing, speaking, negotiation, media and leadership) 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 Reflection exercises Debate Explanation Teamwork Project presentations Demonstration using specific teaching materials	Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.) Computer assisted instruction, modeling
2.	**WELCOMING YOUR AUDIENCE** 2.1. Audio: Introducing Yourself and the Topic 2.2. Audio: Opening a Presentation. Structuring a Presentation 2.3. Audio: Getting the Audience's Attention 2.4. Vocabulary Practice 2.5. Comprehension Check 2.6. Assessment	**2**		
3.	**GIVING PRESENTATIONS AND CONDUCTING MEETINGS** 3.1. Reading: Writing a Winning Presentation 3.2. Reading: Designing Effective Visual Aids (charts and illustrations) 3.3. Communicating the Narrative or Corporate Storyline 3.4. Video: Clear and to the Point: Psychological Principles for Compelling PowerPoint Presentations 3.5. Vocabulary Practice 3.6. Comprehension Check 3.7. Assessment	**4**		
4.	**TONE, DICTION, PERSUASION, CLARITY AND BODY LANGUAGE** 4.1. Reading: Active versus Passive Communication 4.2. Discussion: Purpose, Audience, Discourse Communities 4.3. Video: Body Language 4.4. Audio: Tone, Diction, Persuasion, and Clarity 4.5. Vocabulary Practice 4.6. Comprehension Check 4.7. Assessment	**4**		

5.	**PRESENTATION TOOLS** 5.1. Introducing Visuals. Types of Visuals 5.2. Creating Effective Visuals. Presenting Visuals Effectively 5.3. Interpreting Visuals. Describing Graphs and Charts 5.4. Emphasizing Important Points 5.5. Making Contrasts and Describing Results	**4**		
6.	**CONCLUDING A PRESENTATION** 6.1. Reading: Strategies for a Good Conclusion. Phrases for Effective Conclusions 6.2. Audio: Summarizing the Main Points 6.3. Audio: Making Recommendations 6.4. Audio: Using your Voice Effectively (stressing words, making pauses) 6.5. Comprehension Check 6.6. Vocabulary Practice 6.7. Assessment	**4**		
7.	**HANDLING THE QUESTION AND ANSWER SESSION** 7.1.Reading: Dealing with Questions 7.2. Role-plays and Video: Asking Polite Questions 7.3. Audio: Anticipating Questions. Dealing with Interruptions. Reforming Questions 7.4. Comprehension Check 7.5. Vocabulary Practice 7.6. Assessment	**4**		

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* NOTES:

1. The seminars consist 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 National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre 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	- attendence and active 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 demonstrated mastery of basic knowledge of discursive practices in business, throughout the semester.		

Completion date,
September 18th, 2023

Seminar teacher,
PhD Lecturer Smaranda Nicoleta Cristina TOMA

Approval date in
Department Council,
September 29th, 2023

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

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

SYLLABUS
Methodology of scientific research in order to elaborate the dissertation thesis
2023-2024

1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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					**Methodology of scientific research in order to elaborate the dissertation thesis**					
2.2	Course teacher					-					
2.3	Seminar / Project teacher					PhD Associate Professor Amalia Viorica DUȚU					
2.4	Year of studies	II	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	1	**3.2**	of which course	-	**3.3**	S / L **/ P**	1
3.4	Total hours from curriculum	12	**3.5**	of wihich course	-	**3.6**	S / L **/ P**	12

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	12
Tutoring	2
Examinations	2
Other activities	2

3.7	Total hours of individual study	38
3.8	**Total hours per semester**	**50**
3.9	**Number of credits**	**2**

4. Prerequisites

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

5. Requirements

5.1. for courses	-
5.2. for seminars / Project	Endowment of the room with table, video projector, PC, software

6. Specific acquired competences

Professional competences	▪ C1. Evaluating opportunities and risks specific to business environment in order to design organizational changes – 1 CP; ▪ C5. Analyzing and interpreting market information for decision making in business – 1 CP.
Transversal competences	

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

7.1. General objective	Acquiring skills for developind a scientific reasearch project
7.2. Specific objectives	*A. Cognitive objectives* 1. Understanding and learning the basic problems of the scientific research methodology; 2. Acquiring the main methods of scientific research in the field of economic sciences.

	B. Procedural objectives 1. Developing skills for applying scientific research techniques and instruments to concrete situations; 2. Self-evaluation of learning and results of scientific research activity. *C. Attitudinal objectives* 1. Respecting the ethics; 2. Developing a proactive attitude towards the role of research activity.

8. Contents

8.2. Project		**No. of hours**	**Teaching methods**	**Observations Resources**
1.	Scientific research theory	1	Conversation Debate Explanation Reflection exercises	Short PowerPoint presentations Personal computers and software
2.	Ethical issues in research	1		
3.	The structure of a scientific paper	1		
4.	Defining the research problem	1		
5.	Documenting the research and the literature review	1		
6.	Research methods in economics	2		
7.	Collecting and analyzing data	2		
8.	Qualitative and quantitative data analysis	2		
9.	Formulating conclusions	1		

Bibliography:

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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.

10. Evaluation

Activity type	**10.1 Evaluation criteria**	**10.2 Evaluation methods**	**10.3 Share of final mark**
10.4 Course	-	-	-
10.5 Project	- the ability to use assimilated knowledge; - the correctness and completeness of the used knowledge.	Homework and project Student attendence and evaluating student's products and interventions during the seminars Final evaluation	60% 10% 30%
10.6 Minimum performance standard	Knowledge of the basic concepts of the discipline and the explanation of the interdependencies between them.		

Completion date,
September 21st, 2023

Seminar / Project teacher,
PhD Associate Professor Amalia Viorica DUȚU

Approval date in Department Council,
September 29th, 2023

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

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

SYLLABUS
Strategies and Policies for Sustainable Business Development, *2023-2024*

1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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				**Strategies and Policies for Sustainable Business Development**						
2.2	Course teacher				PhD Lecturer Smaranda Nicoleta Cristina TOMA						
2.3	Seminar teacher				PhD Lecturer Smaranda Nicoleta Cristina TOMA						
2.4	Year of studies	II	2.5	Semester	2	2.6	Evaluation type	colloquy	2.7	Course type	Optional

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	24	**3.5**	of wihich seminar	12	**3.6**	**S /** L / P	12
Time distribution								76 hours
Study the textbook, course support, bibliography and notes								30
Further reading in the library, on the online platforms and field								20
Preparing seminars, homework, portfolios and essays								20
Tutoring								2
Examinations								2
Other activities								2

3.7	Total hours of individual study	76
3.8	**Total hours per semester**	**100**
3.9	**Number of credits**	**4**

4. Prerequisites

4.1. of curriculum	The basics of Environmental Management, Quality Management, and Strategic Management, studied during the Bachelor cycle.
4.2. of competences	Capacity of 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* – 1CP*;* C2. *Making decision scenarios and forecasting their potential impact* – 1CP*;* C3. *Applying strategic management systems under certainty, uncertainty and risk* – 1CP; C4. *Revaluating the entrepreneurial skills in a competitive environmen* – 1CP*.*
Transversal competences	

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

7.1. General objective	The course Strategies and Policies for Sustainable Business Development transmits the students the need to implement sustainable development strategies and policies, evaluated in a coordinated way and taken into account in decision making. By adopting sustainable practices, companies can gain competitive edge, increase their market share, and boost shareholder value. The growing demand for 'green' products has created major new markets in which sharp-eyed eco-entrepreneurs are reaping rewards. This course explains the strategies and tools that companies can use to translate an aspiration for sustainability into practical, effective solutions; the seminars provide case studies from around the world.

7.2. Specific objectives	*A. Cognitive objectives cognitive* 1. Understanding the role of sustainable strategies and policies in business development; 2. Understanding the principles, criteria and directions of sustainable development in business; 3. Familiarizing students with the methods and tools of analysis specific to the sustainable development management of a company 4. Familiarizing students with the development and implementation stages of some reports and studies necessary in the sustainable management of organizations. *B. Procedural objectives* 1. Identifying some concrete situations to apply the theories and principles of strategic management in sustainable development of organizations; 2. Collecting and processing data from documentary sources and alternative current activity, developing skills to use the methods, techniques and research tools for making strategic models of sustainable business development. *C. Attitudinal objectives* 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	**Principles and criteria for sustainable development in business: briefings on specific sustainable development topics from a business perspective** 1.1. Business and sustainable development 1.1.1. What is a sustainable business? 1.1.2. A three-stage journey from environmental compliance, through environmental risk management, to long-term sustainable development strategies 1.2. Corporate social responsibility (CSR) 1.3. Integrated Product Policy 1.4. Climate Change and Energy 1.4.1. Voluntary schemes 1.4.2. The Greenhouse Gas Protocol 1.5. Trade: multilateral environmental agreements (MEAs) and the WTO.	2	Lecture Heuristic conversation Problem solving Explanation Debate	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	**Strategies and tools: how to incorporate the principle of sustainability into everyday business activities** 2.1. Guiding principles 2.1.1. The CERES principles 2.1.2. The International Chamber of Commerce (ICC) Business Charter 2.1.3. The GoodCorporation accreditation scheme 2.1.4. Sustainable business practices: IISD's checklist 2.1.5. Factor four 2.1.6. The triple bottom line 2.2. Business tools 2.2.1. By-product synergy and industrial ecology 2.2.2. Cleaner production 2.2.3. Design for environment 2.2.4. Eco-efficiency 2.2.5. Energy efficiency 2.2.6. Environmentally-conscious manufacturing 2.2.7. The four Rs 2.2.8. Green procurement 2.2.9. Performance contracting 2.2.10. Pollution prevention 2.2.11. Zero-emission processes 2.3. Systems & standards 2.3.1. Environmental management systems (EMSs) 2.3.2. The ISO 14001 standard 2.3.3. The European Eco-Management and Audit Scheme (EMAS)	2		

	2.3.4. Environment, health and safety (EHS) programs 2.3.5. SA 8000 2.3.6. Life-cycle assessment 2.3.7. Total cost assessment 2.3.8. Total Quality Environmental Management (TQEM) 2.3.9. The Natural Step program 2.3.10. Value-driven approaches: Hoshin Kanri, Kaizen, Poka-Yoke, Multi-disciplinary optimization (MDO) 2.4. Business Strategy for Sustainable Development 2.4.1. Sustainable development: a business definition 2.4.2. Implications for business 2.4.3. Practical considerations 2.4.4. Positive signs of change 2.4.5. Enhancing management systems 2.4.6. Management leadership			
3	**The market of ecologic products and sustainable consumption: business opportunities arising from sustainable development** 3.1. The eco-entrepreneur 3.1.1. Demand 3.1.2. The supply side: finding and assessing new technologies 3.1.3. Business incubators 3.2. Green consumers 3.2.1. Marketing 3.2.2. How to compete 3.2.3. Leadership 3.2.4. Action plan for a competitive strategy 3.3. Eco-labeling 3.3.1. Benefits of eco-labeling 3.3.2. Challenges to eco-labeling 3.3.3. The eco-labeling scheme for the European Union: the 'Flower' mark 3.3.4. The ISO 14000 series of environmental standards 3.4. Raising money for sustainable enterprises	2		
4	**Sustainable banking and investment: how sustainable development is being approached by the financial services industry** 4.1. Sustainable banking 4.2. Sustainable investment	2		
5	**Objectives and principles of the economic pillar of sustainable development in Romania. Implementing the National Strategy for Sustainable Development in Romania and Agenda 2030** 5.1. EU Sustainable Development Strategy 5.2. The National Strategy for Sustainable Development of Romania Horizons 2013-2020-2030 5.3. The 2030 Agenda for Sustainable Development	2		
6	**Standardization in environmental management in Romania. The advantages of implementing the environmental management system and ecolabelling** 6.1. Standardization in environmental management: ISO 9000, ISO 14000, ISO 14001 certificates in Romania 6.2. The European Eco-Management and Audit Scheme (EMAS) as a tool for improving environmental performance and business performance 6.3. The European Ecolabel (the Flower mark) in Romania	2		

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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, 2012, p. 45-60.
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***Transforming our World: The 2030 Agenda for Sustainable Development, United Nations, 2015.
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***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 international concerns on sustainable development: - 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	2	Conversation Problem solving Reflection exercises Debate Explanation Teamwork	Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.) Computer assisted instruction, modeling

	- The European Union Strategy on Sustainable Development - The Lisbon strategy on sustainable development - The three Es of sustainable development - The 2030 Agenda for Sustainable Development and the new global sustainable development goals		Project presentations	
2	Developing reports and studies necessary in the sustainable management of organizations - applications	2		
3	Methods to correlate the organization strategy with the management system of sustainable development: the SWOT analysis, the Balanced Scorecard (BSC) and the Goal-Question-Metric (GQM)	2		
4	Model of strategic map on sustainable business (perspectives on organizational performance and pillars of sustainable development)	1		
5	Case studies on standardization in environmental management (ISO 9000, ISO 14000, ISO 14001 certificates)	1		
6	Designing studies, plans and programs to improve the activity of the manufacturing companies / distributors of organic products – applications	1		
7	Performance indicators of the European Union on sustainable consumption and production	1		
8	Analyzing indicators of sustainable development (UN, Eurostat, EUROSTAT existing in Romania) - applications	1		
9	Debates and case studies regarding the implementation of the National Strategy for Sustainable Development in Romania - The National Strategy for Sustainable Development of Romania Horizons 2013-2020-2030 - The regional development policy and the sustainable development. Local Agenda 21 and Agenda 2030 - Sustainable development and the structural funds	1		

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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.

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***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.

***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 National University of Science and Technology POLITEHNICA Bucharest - Pitești University Centre 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 Final evaluation	10% 30%
10.5 Seminar	- active participation during the seminars, solving the case studies; - compliance with the requirements of the project .	Evaluating student's products and interventions during the seminars Evaluating student's participation in project making and presentation	30% 30%
10.6 Minimum performance standard	Minimum requirements for the pass mark 5: achieving the following minimum skills: A1, A2, B2, C1.		

Completion date, September 15th, 2023	Course teacher, PhD Lecturer Smaranda Nicoleta TOMA	Seminar teacher, PhD Lecturer Smaranda Nicoleta TOMA
Approval date in Department Council, September 29th, 2023	Head of Department, (provider) PhD Associate Professor Daniela MIHAI	Head of Department, (beneficiary) PhD Associate Professor Daniela MIHAI

SYLLABUS

Tertiary Sector Development Strategies, *2023-2024*

1. Program information

1.1. Higher education institution	The National University of Science and Technology POLITEHNICA Bucharest, Pitești University Centre
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				**Tertiary Sector Development Strategies**						
2.2	Course teacher										
2.3	Seminar teacher										
2.4	Year of studies	II	2.5	Semester	2	2.6	Evaluation type	colloquy	2.7	Course type	Optional

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	24	**3.5**	of wihich seminar	12	**3.6**	**S /** L / P	12
Time distribution								76 hours
Study the textbook, course support, bibliography and notes								30
Further reading in the library, on the online platforms and field								20
Preparing seminars, homework, portfolios and essays								20
Tutoring								2
Examinations								2
Other activities								2

3.7	Total hours of individual study	76
3.8	**Total hours per semester**	**100**
3.9	**Number of credits**	**4**

4. Prerequisites

4.1. of curriculum	The basics of Economics, Economy of Services and Economics of Tourism.
4.2. of competences	Capacity of analysis, synthesis, divergent thinking

5. Requirements

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

6. Specific acquired competences

Professional competences	C1. *Evaluating opportunities and risks specific to business environment in order to design organizational changes* – 1CP*;* C2. *Making decision scenarios and forecasting their potential impact* – 1CP*;* C3. *Applying strategic management systems under certainty, uncertainty and risk* – 1CP; C4. *Revaluating the entrepreneurial skills in a competitive environmen* – 1CP.
Transversal competences	

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

7.1. General objective	The course "Tertiary Sector Development Strategies" provides the master students with a conceptual framework on the basics of the tertiary sector development strategies, highlighting the priority areas and strategic objectives for the sustainable development of services in Romania.
7.2. Specific objectives	*A. Cognitive objectives* 1. Knowing and understanding the different concepts specific to the macroeconomic policies in the tertiary sector. 2. Describing the concepts, theories and methodologies to collect, process and analyze the data regarding the development strategies of the tertiary sector. 3. Applying strategic and tactical actions within the company, according to its core policy.

	B. Procedural objectives 1. Developing systems, capabilities and strategies for sustainable service development. 2. Developing comparative analyzes for a project of service development project. 3. Applying macroeconomic policies to different development regions. *C. Attitudinal objectives* 1. Respecting the rules of professional deontology, based on explicit value options of a specialist in services. 2. Managing a positive and responsible attitude toward the role and importance of services in the economic and social activity. 3. The ability to have an ethical behavior in front of tourists, business partners, employees.

8. Contents

8.1. Course		**No. of hours**	**Teaching methods**	**Observations Resources**
1	The content of development and the importance of development strategies 1.1. The concept of development. Evolution of theories and development models 1.2. Indicators to measure the economic development 1.3. Development strategies: definitions, importance, delimitations	2	Lecture Heuristic conversation Problem solving Explanation Debate	Demonstration using modern audio-visual means (short PowerPoint presentations)
2	Developing development strategies for the tertiary sector 2.1. The political and legal environment 2.2. The economic environment 2.3. The socio-cultural environment 2.4. The technological environment	2		
3.	Development services and strategies 3.1. Services - a major component of modern economies 3.2. Analysis of tertiary sector evolution in Romania 3.3. The importance of services and the strategic objectives to develop the tertiary sector in Romania	2		
4.	Local (regional) development strategies and their impact on services 4.1. Objectives of strategies and specific types of local economic development programs 4.2. General rules to develop regional strategies 4.3. Romania's regional economic development	2		
5.	Marketing strategies in services 5.1. The market strategy 5.2. Strategies specific to the marketing mix 5.3. Strategic marketing planning	2		
6.	The sustainable development of services 6.1. Definitions and strategies in the field of sustainable development 6.2. Services and sustainability 6.3. The sustainable tourism	2		

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3. Bâc Dorin Paul, *Turismul şi dezvoltarea durabilă: realităţi, provocări, oportunităţi*, Editura Economică, Bucureşti, 2013
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15. www.europa.eu
16. www.gdrc.org
17. www.wto.org

8.2. Seminar		No. of hours	Teaching methods	Observations Resources
1	Organizational seminar: presenting the objectives of the course, the competencies and the project	2	Conversation Problem solving Reflection exercises Debate Explanation Teamwork Project presentations	Studiu de caz, aplicaţii practice, Project presentations
2	Calculating and interpreting the human development index	2		
3	The correlation between the degree of economic development by regions	2		
4	Calculating and interpreting the economic indicators of service specialization and competitiveness	2		
5	Calculating and interpreting the financial indicators for substantiating a service development project	2		
6	Final evaluation	2		

Bibliography:

1. Anghelache, Constantin, *România 2022, Starea economică sub impactul crizelor,* Editura Economică, Bucureşti, 2022
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10.6 Minimum performance standard	Minimum requirements for the pass mark 5: achieving the following minimum skills: A1, A2, B2, C1.		

Completion date, September 18th, 2023	Course teacher,	Seminar teacher,
Approval date in Department Council, September 29th, 2023	Head of Department, (provider) PhD Associate Professor Daniela MIHAI	Head of Department, (beneficiary) PhD Associate Professor Daniela MIHAI