

# SYLLABUS

## Management Methods and Techniques

### 2018-2019

#### 1. Program information

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

#### 2. Course information

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

#### 3. Total estimated time

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

#### 4. Prerequisites

|     |                |   |
|-----|----------------|---|
| 4.1 | of curriculum  | The basics of Management.               |
| 4.2 | of competences | Analysis, synthesis, divergent thinking |

#### 5. Requirements

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

#### 6. Specific acquired competences

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

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

|                         |  |
|-------------------------|--|
| 7.1 General objective   | Understanding and application of the most important managerial methods and techniques which are necessary to run an organization effectively and efficiently   |
| 7.2 Specific objectives | <p><i>A. Cognitive objectives</i></p> <p>1. Knowledge and understanding of the functions of the methodological-managerial subsystem, as well as of the relations between this and the other subsystems of the management system</p> <p>2. Working with the design and implementation methodologies of the methods and management techniques</p> <p>3. Highlight of the typical managerial situations where each method and technique is recommended</p> <p>4. Correct definition of the matter of study <i>Management Methods and Techniques</i> and establishment of its relations with other economic sciences</p> |

|  |  |
|--|--|
|  | <p><b>B. Procedural objectives</b></p> <ol style="list-style-type: none"> <li>1. Drafting of a team project at the company's level and of its components</li> <li>2. Solving of applications and case studies for each method and technique</li> <li>3. Set up a pronounced systemic vision for the creation and use of the managerial tools</li> <li>4. Use of some self-assessment methods of the learning activity</li> </ol> <p><b>C. Attitudinal objectives</b></p> <ol style="list-style-type: none"> <li>1. Respecting the rules of professional deontology, based on explicit value options of a specialist in management;</li> <li>2. Cooperation and teamwork to solve various job tasks;</li> <li>3. Using specific methods to develop plans of personal and professional development.</li> </ol> |
|--|--|

## 8. Contents

| 8.1. Course |  | No. of course hours | Teaching methods  | Observations Resources   |
|-------------|--|---------------------|---|--|
| 1           | <b>The methodological-managerial system, managerial basic subsystem of the organization</b>  | 1                   | Lecture<br>Heuristic conversation<br>Problem solving<br>Explanation<br>Debate | Demonstration using modern audio-visual means (short PowerPoint presentations) |
| 2           | <b>Management by objectives</b><br>2.1 Definition of the concept. Components<br>2.2 Methodology of the implementation of the management by objectives<br>2.3 Operationalization of the management by objectives  | 1                   |   |  |
| 3           | <b>Management by projects</b><br>3.1 Definition of the system. The concept of project<br>3.2 Types of management by projects that are being used<br>3.3 Methodology of drafting and implementation of the system   | 2                   |   |  |
| 4           | <b>Benchmarking</b><br>4.1 Benchmarking – concept, areas of application<br>4.2 Unfolding of a benchmarking project<br>4.3 Study on the application of Benchmarking for the increase of the quality of products at S.C. ASKOLL ROMANIA S.R.L.   | 2                   |   |  |
| 5           | <b>ORTID technique</b><br>5.1 Presentation of the technique<br>5.2 Methodology of application of the ORTID technique and the managerial situations in which are recommended its use  | 2                   |   |  |
| 6           | <b>Manager schedule</b><br>6.1 Definition and objectives of the manager schedule<br>6.2 Stages of development of a manager schedule  | 1                   |   |  |
| 7           | <b>Management board table technique</b><br>7.1 Management board table technique – concept, functions<br>7.2 Methodology of design, completion and delivery of the management board table<br><b>SWOT analysis</b><br>7.3 SWOT analysis – theoretical aspects<br>7.4 SWOT qualitative model<br>7.5 SWOT quantitative model | 2                   |   |  |
| 8           | <b>Break - even technique</b><br>8.1 Break even – strategic indicator of operation's flexibility<br>8.2 Ways to increase the operation's flexibility   | 1                   |   |  |
| 9           | <b>9.1 Management by product.</b><br><b>9.2 BCG Matrix – method used to ground the organization strategy</b>   | 2                   |   |  |

### Bibliography

1. Grădinaru, P., Management methods and techniques – conceptual and practical aspects, suport de curs in format electronic, 2017
2. Richard Rumelt, Good strategy, bad strategy: the difference and why it matters, London: Profile Books, 2017
3. MORGAN, JOHN; BRENNIG-JONES, MARTIN. Lean Six Sigma for Dummies, 3rd Edition. Chichester: John Wiley & Sons, 2016
4. BURKUS, DAVID. Under new Management: The Unexpected Truths About Leading Great Organization,. London: Pan Books, 2017
5. Darrell K. Rigby, Bain & Company, Inc. Boston, SUA, 2015, [http://www.bain.com/Images/BAIN\\_GUIDE\\_Management\\_Tools\\_2015\\_executives\\_guide.pdf](http://www.bain.com/Images/BAIN_GUIDE_Management_Tools_2015_executives_guide.pdf)
6. \*\*\*\*Principles of Management, University of Minnesota Libraries Publishing, <http://open.lib.umn.edu/principlesmanagement/>, 2011

| 8.2. Seminar  |   | No. of seminar hours | Teaching methods  | Observations Resources  |
|---|---|----------------------|---|---|
| 1   | The relations of the methodological-managerial system with the other subsystems and its particularities. The professionalization of the implementation of the managerial tool | 4                    | Conversation<br>Problem solving<br>Reflection exercises<br>Debate<br>Explanation<br>Teamwork<br>Project presentations | Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.) |
| 2   | Drafting and implementation of the management by objectives   | 4                    |   |   |
| 3   | Drafting and implementation of the management by projects   | 2                    |   |   |
| 4   | Improvement of the business using the benchmarking  | 4                    |   | Computer assisted instruction, modeling   |
| 5   | Methodology of the use of the ORTID technique and management by product   | 4                    |   |   |
| 6   | Drafting of the manager schedule in the time administration   | 2                    |   |   |
| 7   | Elaboration, completion, transmission and use of the management board table technique   | 4                    |   |   |
| 8   | Flexibility of exploitation, a necessary condition for the maintenance of the companies on the market   | 4                    |   |   |
| <b>Bibliography</b> <ol style="list-style-type: none"> <li>Grădinaru, P., Project guide: Management methods applied by the company, material didactic in format electronic, 2017</li> <li>Richard Rumelt, Good strategy, bad strategy: the difference and why it matters, London : Profile Books, 2017</li> <li>MORGAN, JOHN; BRENIG-JONES, MARTIN. Lean Six Sigma for Dummies, 3rd Edition. Chichester : John Wiley &amp; Sons, 2016</li> <li>BURKUS, DAVID. Under new Management: The Unexpected Truths About Leading Great Organization., London: Pan Books, 2017</li> <li>Darrell K. Rigby, Bain &amp; Company, Inc. Boston, SUA, 2015, <a href="http://www.bain.com/Images/BAIN_GUIDE_Management_Tools_2015_executives_guide.pdf">http://www.bain.com/Images/BAIN_GUIDE_Management_Tools_2015_executives_guide.pdf</a></li> <li>Philip H Meade, A GUIDE TO BENCHMARKING, The University of Otago New Zealand, <a href="https://planning.curtin.edu.au/local/docs/Guide_to_Benchmarking_Oct2007.pdf">https://planning.curtin.edu.au/local/docs/Guide_to_Benchmarking_Oct2007.pdf</a>, 2017</li> </ol> |   |                      |   |   |

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

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

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

### 10. Evaluation

| Activity type | 10.1 Evaluation criteria   | 10.2 Evaluation methods   | 10.3 Share of final mark |
|---------------|--|---|--------------------------|
| 10.4 Course   | - accuracy and completeness of knowledge<br>- logical coherence<br>- degree of assimilation of the specialized language  | - Written assessments during the semester<br>- Final assessment                     | 50 %                     |
| 10.5 Seminar  | • 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             | • Free presentation of the student and the oral questioning in the form of dialogue | 20%                      |
|               | • Check list   | • Testing   | 10%                      |
|               | • Homework – applications proposed by the teacher on the methodology of implementing the changes will be solved. The level of complying with the requirements will be assessed | - Oral presentation of the homework<br>- Oral questioning                           | 20%                      |

|                                      |   |
|--------------------------------------|---|
| 10.6 Minimum standard of performance | 1. Communication of information using correctly the scientific language with respect to the field of the management methods<br>2. Knowledge of the basic concepts pertaining to the discipline "Management Methods and Techniques"<br>3. The ability to use the methods of stimulating creativity in the methodological-managerial system<br>4. Grade 5 in the final assessment. Student must :<br>- explain and show the increasing ways of exploitation flexibility<br>- apply the methodology of the practical use of the SWOT analysis and BCG Matrix |
|--------------------------------------|---|

Completion date,  
September 17<sup>th</sup>, 2018

Course teacher,  
PhD Associate Professor Puiu GRĂDINARU

Seminar teacher,  
PhD Associate Professor Puiu GRĂDINARU

Approval date in  
Department Council,  
September 28<sup>th</sup>, 2018

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

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

# SYLLABUS

## Marketing Strategies and Policies

### 2018-2019

#### 1. Program information

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

#### 2. Course information

|     |                 |   |     |          |   |                                  |                 |  |   |     |             |           |
|-----|-----------------|---|-----|----------|---|----------------------------------|-----------------|--|---|-----|-------------|-----------|
| 2.1 | Name            |   |     |          |   | Marketing Strategies and Polices |                 |  |   |     |             |           |
| 2.2 | Course teacher  |   |     |          |   | Associate Professor Duțu Amalia  |                 |  |   |     |             |           |
| 2.3 | Seminar teacher |   |     |          |   | Associate Professor Duțu Amalia  |                 |  |   |     |             |           |
| 2.4 | Year of studies | I | 2.5 | Semester | I | 2.6                              | Evaluation type |  | E | 2.7 | Course type | mandatory |

#### 3. Total estimated time

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

#### 4. Prerequisites

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

#### 5. Requirements

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

#### 6. Specific acquired competences

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

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

|                          |  |
|--------------------------|--|
| 7.1. General objective   | Knowledge dissemination, aprofundate, explanation, interpretation of the concepts, theories, methods and tools specific for the domain;<br>Evaluation and diagnosis of the marketing environment based on analysis methods and tools. Inducing of strategic thinking, strategic vision and economic logic.   |
| 7.2. Specific objectives | <p><i>A. Cognitive objectives cognitive</i></p> <ol style="list-style-type: none"> <li>1. Understanding the role of marketing strategies and policies in business development;</li> <li>2. Understanding the principles, criteria and directions of market strategy development in business;</li> <li>3. Familiarizing students with the methods and tools of analysis used in marketing</li> <li>4. Familiarizing students with the development and implementation stages of marketing strategies and policies.</li> </ol> <p><i>B. Procedural objectives</i></p> <ol style="list-style-type: none"> <li>1. Identifying some concrete situations to apply the theories and principles of strategic marketing;</li> <li>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.</li> </ol> <p><i>C. Attitudinal objectives</i></p> <ol style="list-style-type: none"> <li>1. Respecting the rules of professional deontology, based on explicit value options of a specialist in management;</li> <li>2. Cooperation and teamwork to solve various job tasks;</li> <li>3. Using specific methods to develop plans of personal and professional development.</li> </ol> |

## 8. Contents

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

### Bibliography:

1. Duțu Amalia, Understanding Consumers' Behaviour Change in Uncertainty Conditions: A Psychological Perspective, in Handbook of Research on Retailer-Consumer Relationship Development, editori: Fabio Musso and Elena Druică, DOI: 10.4018/978-1-4666-6074-8, IGI Global, SUA, 2014
2. Duțu Amalia, Marketing policies and strategies – theoretical and practical issues, suport de curs pe support electronic, 2015.
3. Richard Rumelt, Good strategy, bad strategy : the difference and why it matters.. London : Profile Books, 2017
4. Whalley, A., Strategic Marketing, Ventus Publishing, ApS, 2010, disponibil la: <http://library.ku.ac.ke/wp-content/downloads/2011/08/Bookboon/Strategy/strategic-marketing.pdf>
5. Ferrell, O.C., Hartline M.D., Marketing Strategy, Fifth Edition, South-Western Cengage Learning 5191 Natorp Boulevard Mason, OH 45040 USA, 2011, disponibil la: [https://fac.ksu.edu.sa/sites/default/files/e\\_book\\_marketing\\_strategy\\_ferrell\\_hartline\\_5th\\_ed\\_2011.pdf](https://fac.ksu.edu.sa/sites/default/files/e_book_marketing_strategy_ferrell_hartline_5th_ed_2011.pdf),
6. Malcolm McDonald, Strategic Marketing Planning: Theory and Practice, The Marketing Review, 2006, 6, 375-418 ISSN1469-347X print / ISSN 1472-1384 online, 2006, disponibil la: <https://pdfs.semanticscholar.org/31c7/659c71f4ada1f98b9770c505afcb2686cd8d.pdf>,
7. Baker, The Marketing Book, Fifth Edition, Elsevier Science Linacre House, Jordan Hill, Oxford OX2 8DP 200 Wheeler Road, Burlington MA 01803, 2008, disponibil la: <http://htbiblio.yolasite.com/resources/Marketing%20Book.pdf>, [https://www.globalcompact.de/wAssets/docs/Nachhaltigkeits-CSR-Management/un\\_global\\_compact\\_guide\\_to\\_corporate\\_sustainability.pdf](https://www.globalcompact.de/wAssets/docs/Nachhaltigkeits-CSR-Management/un_global_compact_guide_to_corporate_sustainability.pdf)

| 8.2. Seminar |  | No. of hours | Teaching methods  | Observations Resources    |
|--------------|--|--------------|---|---------------------------|
| 1            | Seminar minimum requirements and final mark calculation. Discussions on the projects' guide.                                 | 2            | Heuristic conversation<br><br>Problem solving<br><br>Case studies<br>Roll playing | Power Point presentations |
| 2            | Marketing as managerial philosophy. Strategic thinking. Case study. Dissections on the topic.                                | 2            |   | Scientific articles       |
| 3            | Marketing environment analysis. SWOT profile. Case study. Discussions on the topic.  | 2            |   | Working Forms             |
| 4            | Market research. The strategic decision process-making based on marketing information. Case study. Dissections on the topic. | 2            |   | Internet connection       |
| 5            | STP process. Case study. Dissections on the topic.   | 2            |   | Short didactic movies     |
| 6            | Market strategy and marketing-mix. The development, communication and deliver of the superior value for customers.           | 4            |   |                           |

#### Bibliography:

1. Duțu Amalia, Project guide: Advertising campaign drafting, material didactic pe suport electronic, 2015.
2. Duțu Amalia, Project guide: Strategic planning process and advertising campaign drafting, material didactic pe suport electronic, 2015,
3. Richard Rumelt, Good strategy, bad strategy : the difference and why it matters.. London : Profile Books, 2017
4. Whalley, A., Strategic Marketing, Ventus Publishing, ApS  
<http://library.ku.ac.ke/wp-content/downloads/2011/08/Bookboon/Strategy/strategic-marketing.pdf>, 2010
5. Ferrell, O.C., Hartline M.D., Marketing Strategy, Fifth Edition, South-Western Cengage Learning 5191 Natorp Boulevard Mason, OH 45040 USA  
[https://fac.ksu.edu.sa/sites/default/files/e\\_book\\_marketing\\_strategy\\_ferrell\\_hartline\\_5th\\_ed\\_2011.pdf](https://fac.ksu.edu.sa/sites/default/files/e_book_marketing_strategy_ferrell_hartline_5th_ed_2011.pdf), 2011
6. Pandelica Amalia, Pandelica Ionut, Oancea Olimpia, *Market orientation: Identifying gaps between theory and practice, 27th Industrial Marketing and Purchasing Conference - The Impact of Globalization on Networks and Relationship Dynamics*, Strathclyde University, Glasgow, Scotland, 2011
7. Shapiro, M., *What the hell is market orientated?*, Harvard Business Review, April, 1998
8. Pandelica Amalia, Pandelica Ionut, Oancea Olimpia, *Market orientation: Identifying gaps between theory and practice, 27th Industrial Marketing and Purchasing Conference - The Impact of Globalization on Networks and Relationship Dynamics*, Strathclyde University, Glasgow, Scotland, 2011

#### \* NOTES:

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

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

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

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

#### 10. Evaluation

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

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

Completion date,  
September 18<sup>th</sup>, 2018

Course teacher,  
Associate Professor Duțu Amalia

Seminar teacher,  
Associate Professor Duțu Amalia

Approval date in  
Department Council,  
September 28<sup>th</sup>, 2018

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

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



**SYLLABUS**  
**Strategic Career Management and Employees' Development**  
**2018-2019**

**1. Program information**

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

**2. Course information**

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

**3. Total estimated time**

|   |                                 |            |     |                 |    |     |                  |       |
|---|---------------------------------|------------|-----|-----------------|----|-----|------------------|-------|
| 3.1   | Number of hours per week        | 3          | 3.2 | of which course | 1  | 3.3 | <u>S</u> / L / P | 2     |
| 3.4   | Total hours from curriculum     | 42         | 3.5 | of which course | 14 | 3.6 | <u>S</u> / L / P | 28    |
| <b>Time distribution of individual study</b>                      |                                 |            |     |                 |    |     |                  | hours |
| Study the textbook, course support, bibliography and notes        |                                 |            |     |                 |    |     |                  | 56    |
| Further reading in the library, on the online platforms and field |                                 |            |     |                 |    |     |                  | 42    |
| Preparing seminars, homework, portfolios and essays               |                                 |            |     |                 |    |     |                  | 54    |
| Tutoring  |                                 |            |     |                 |    |     |                  | 4     |
| Examinations  |                                 |            |     |                 |    |     |                  | 2     |
| Other activities  |                                 |            |     |                 |    |     |                  | -     |
| 3.7   | Total hours of individual study | 158        |     |                 |    |     |                  |       |
| 3.8   | <b>Total hours per semester</b> | <b>200</b> |     |                 |    |     |                  |       |
| 3.9   | <b>Number of credits</b>        | <b>8</b>   |     |                 |    |     |                  |       |

**4. Prerequisites**

|     |                |  |
|-----|----------------|--|
| 4.1 | of curriculum  | Elements of Management and Human Resources Management    |
| 4.2 | of competences | Capacities of analysis, synthesis and divergent thinking |

**5. Requirements**

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

**6. Specific acquired competences**

|                          |   |
|--------------------------|---|
| Professional competences | C1. Evaluating opportunities and risks specific to business environment in order to design organizational changes – 1 CP;<br>C4. Reevaluating the entrepreneurial skills in a competitive environment – 1 CP.   |
| Transversal competences  | TC1 - Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work – 1 CP;<br>TC2 - Planning and organizing human resources within a group or an organization, being aware of the responsibility for professional results – 3 CP;<br>TC3 - Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment – 2 CP. |

**7. Course objectives**

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

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

## 8. Contents

| 8.1. Course   |  | No. of hours | Teaching methods   | Observations Resources                        |
|---|--|--------------|--|---|
| 1   | Career concept: definition, typology, individual and organizational perspective on career  | 2            | - lecture<br>- debate with imaginary opponent<br>- Graphic organizer | <i>Power –point presentation</i>              |
| 2   | Organizational Career Management: objectives, career management models, the changing nature of careers   | 2            |  |   |
| 3.  | Organizational Career Planning: career guidance and counseling; career development programs; establishing career paths                           | 2            |  |   |
| 4.  | Individual Career Planning: individual’s personality and career guidance; career stages and the adult life; work - life balance in today context | 2            |  |   |
| 5.  | Employees’ performance and potential evaluation in the context of career management; its role in employees’ development                          | 2            |  |   |
| 6.  | The role of organizations and individuals in career development; the role of mentors and coaches   | 2            |  |   |
| 7.  | Career management practices in today organizations   | 2            |  |   |
| Bibliography:<br>1. Antoniu Eliza, <b>Strategic management of employees’ career and development</b> , suport de curs in format electronic, 2017;<br>2. ARMSTRONG, MICHAEL; TAYLOR, STEPHEN, <b>Armstrong's Handbook of Human Resource Management Practice</b> . 14th Edition, 2017<br>3. HUNSAKER, PHILLIP L; HUNSAKER, JOHANNA, <b>Managing people</b> , London : Dorling Kindersley, 2015<br>4. CIPD, <b>Managing careers for organizational capability</b> , London: Chartered Institute of Personnel and Development, 2011;<br>5. CIPD, <b>Career Management – a Guide</b> , London: Chartered Institute of Personnel and Development, 2004;<br>6. Citrin James M., <b>The career playbook</b> , Crown Business, Penguin Random House LLC, Ny, U.S.A., 2015;<br>7. Gilley A., Gilley W. J., Quatro A. S., Dixon P., <b>The Praeger Book of Human Resource Management</b> , Praeger Publishers, USA, 2009;<br>8. Noe A. R., Hollenbeck R. J., Wright P.,Gerhart B., <b>Fundamentals of Human Resource Management – 3rd Edition</b> , McGraw Hill Company, London ,2008;<br>9. Noe A. R., <b>Employee Training and Development</b> , 5th Edition, McGraw-Hill, NY, U.S.A., 2010;<br>10. Vlăsceanu M., <b>Career management. Learning to build a career</b> , Comunicare.ro Publishing House, Bucharest, 2002;<br>11. Yarnall J., <b>Strategic Career Management: Developing your talent</b> , Elsevier Ltd., Oxford, UK, 2008;<br>12. Watson M., McMahon M., <b>Career Assesement – Qualitative Approaches</b> , Sense Publishers, Rotterdam, The Netherlands, 2015;<br>13. Werner M. J., DeSimone L.R., <b>Human Resource Development – 5th Edition</b> , South Western - Cengage Learning Publishing House, U.S.A., 2009; |  |              |  |   |
| 8.2. Seminar  |  | No. of hours | Teaching methods   | Observations Resources                        |
| 1   | Organizing seminar: presentation of discipline’ skills and targeted objectives; overview of the project structure and theme’s distribution       | 1            | - dialogue<br>- discussion<br>- Teamwork<br>- Heuristic conversation | Case study, homework and project presentation |
| 2   | Labour market; its influence on to contemporary careers  | 3            |  |   |
| 3   | Career perspectives: individual v. organizational  | 4            |  |   |
| 4   | Organizational career systems; career models   | 4            |  |   |
| 5   | Mentoring and its role in managing careers   | 2            |  |   |
| 6   | Training and networking, organizational support in employees’ development  | 2            |  |   |
| 7   | Career development through training; ways of training and development for employees and managers   | 2            |  |   |
| 8   | Career management practices; designing career plans  | 4            |  |   |
| 9   | Personal Development Plan (PDP), an essential instrument of the individuals career management  | 3            |  |   |

|   |  |   |  |  |
|---|--|---|--|--|
| 10  | The dynamic nature of career management; managing career diversity | 3 |  |  |
| Bibliography: <ol style="list-style-type: none"> <li>1. Antoniu Eliza, <b>Project guide: Drafting your own career plan</b>, material didactic in format electronic, 2017</li> <li>2. Andersen S.M., <b>Networking – a professional discipline</b>, MTD Training &amp; Ventus Publishing ApS, (www.bookboon.com), 2010;</li> <li>3. HUNSAKER, PHILLIP L; HUNSAKER, JOHANNA, <b>Managing people</b>, London : Dorling Kindersley, 2015</li> <li>4. Curtis B., Hefley W., Miller S., <b>People CMM – A Framework for Human Capital – 2nd Edition</b>, Pearson Education Inc., 2010</li> <li>5. Emerson B. and Loehr A., <b>A manager's guide to coaching : simple and effective ways to get the best out of your employees</b>, AMACOM, 2008, USA</li> <li>6. Federman B., <b>Employee Engagement – a Roadmap for creating profits, optimizing performance and increasing loyalty</b>, Jossey-Bass, a Wiley Imprint, U.S.A, 2009.</li> <li>7. Wright T. (editor), <b>How to be a brilliant mentor: Developing outstanding teachers</b>, 1st edition, Routledge, Taylor &amp; Francis Group, NY, USA, 2010, pp.95-110</li> <li>8. *** <b>Managing your career</b>, MTD Training &amp; Ventus Publishing ApS, www.bookboon.com, U.K., 2010;</li> <li>9. *** <b>Manage your career – how to develop your career in the right direction</b>, A&amp;C Black Publishers Ltd., London U.K, 2008;</li> </ol> |  |   |  |  |

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

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

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

**10. Evaluation**

| Activity type                     | 10.1 Evaluation criteria  | 10.2 Evaluation methods   | 10.3 Share of final mark |
|-----------------------------------|---|---|--------------------------|
| 10.4 Course                       | <ul style="list-style-type: none"> <li>- The accuracy and completeness of knowledge;</li> <li>- Logical consistency;</li> <li>- The degree of assimilation of specialized language.</li> </ul>                              | <ul style="list-style-type: none"> <li>- Final evaluation - written exam, at the end of semester.</li> </ul>  | 50 %                     |
| 10.5 Seminar                      | <ul style="list-style-type: none"> <li>- active participation in the seminar, solving case studies;</li> <li>- admission to degree's requirements in terms of achieving homework</li> </ul>                                 | <ul style="list-style-type: none"> <li>- Student's free exposure;</li> <li>- Oral form of dialogue.</li> <li>- Oral presentation of the homework and project</li> </ul> | 10%<br><br>40%           |
| 10.6 Minimum performance standard | 1. Communicating information using a correct scientific language of career management<br>2. Knowledge of the main activities specific to the career management of human resources<br>3. Pass mark 5 at the final evaluation |   |                          |

Completion date  
September 14<sup>th</sup>, 2018

Course teacher,  
PhD. Lecturer Maria-Eliza ANTONIU

Seminar teacher,  
PhD. Lecturer Maria-Eliza ANTONIU

Approval date in  
Department Council,  
September 28<sup>th</sup>, 2018

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

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

# SYLLABUS

## Negotiation and Partnership

### 2018-2019

#### 1. Program information

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

#### 2. Course information

|     |                 |   |     |          |   |                                    |                 |          |     |             |           |
|-----|-----------------|---|-----|----------|---|------------------------------------|-----------------|----------|-----|-------------|-----------|
| 2.1 | Name            |   |     |          |   | Negotiation and Partnership        |                 |          |     |             |           |
| 2.2 | Course teacher  |   |     |          |   | PhD Lecturer Claudia STANCIU TOLEA |                 |          |     |             |           |
| 2.3 | Seminar teacher |   |     |          |   | PhD Lecturer Claudia STANCIU TOLEA |                 |          |     |             |           |
| 2.4 | Year of studies | I | 2.5 | Semester | I | 2.6                                | Evaluation type | colloquy | 2.7 | Course type | mandatory |

#### 3. Total estimated time

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

#### 4. Prerequisites

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

#### 5. Requirements

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

#### 6. Specific acquired competences

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

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

|                        |   |
|------------------------|---|
| 7.1. General objective | - Understanding the concept of negotiation and the importance of its use in any business; |
|------------------------|---|

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

## 8. Contents

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

### Bibliography:

1. Stanciu Tolea Claudia – *Negotiation and partnership* – theoretical and practical approaches, electronic didactical material, 2017
2. Roger Fisher and William Ury, *Getting to YES. Negotiating an agreement without giving in*, RANDOM HOUSE BUSINESS BOOK, [https://www.fd.unl.pt/docentes\\_docs/ma/AGON\\_MA\\_25849.pdf](https://www.fd.unl.pt/docentes_docs/ma/AGON_MA_25849.pdf), 2009
3. Jang, Daisung, Hillary Anger Elfenbein, and William P. Bottom, More than a phase: Form and features of a general theory of negotiation, *Academy of Management Annals* 12.1 (2018): 318-356. la [https://www.researchgate.net/profile/Daisung\\_Jang/publication/322725738\\_More\\_than\\_a\\_Phase\\_Form\\_and\\_Features\\_of\\_a\\_General\\_Theory\\_of\\_Negotiation/links/5a6b8a88a6fdcc317b1599a5/More-than-a-Phase-Form-and-Features-of-a-General-Theory-of-Negotiation.pdf](https://www.researchgate.net/profile/Daisung_Jang/publication/322725738_More_than_a_Phase_Form_and_Features_of_a_General_Theory_of_Negotiation/links/5a6b8a88a6fdcc317b1599a5/More-than-a-Phase-Form-and-Features-of-a-General-Theory-of-Negotiation.pdf), 2018
4. FAHNESTOCK Jeanne, *Rhetorical Style: the Uses of Language in Persuasion*, Oxford University Press, 2011.
5. RUMELT, Richard P. - *Good strategy, bad strategy* : the difference and why it matters, Profile Books, London, 2017.
6. \*\*\* Business Communication, Harvard Business School Essentials, Harvard Business School Press.
7. \*\*\* Encyclopedia of Rhetoric, Oxford University Press.

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

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

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

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

**10. Evaluation**

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

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

Completion date,  
September 16<sup>th</sup>, 2018

Course teacher,  
PhD Lecturer Claudia STANCIU

Seminar teacher,  
PhD Lecturer Claudia STANCIU

Approval date in  
Department Council,  
September 28<sup>th</sup>, 2018

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

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

**SYLLABUS**  
**Rhetoric and Argumentation in the Organizational Environment:**  
**Strategies and Situations**  
**2018-2019**

**1. Program information**

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

**2. Course information**

|     |                 |   |     |          |   |   |                 |  |          |     |             |           |
|-----|-----------------|---|-----|----------|---|---|-----------------|--|----------|-----|-------------|-----------|
| 2.1 | Name            |   |     |          |   | Rhetoric and Argumentation in the Organizational Environment: Strategies and Situations |                 |  |          |     |             |           |
| 2.2 | Course teacher  |   |     |          |   | -   |                 |  |          |     |             |           |
| 2.3 | Seminar teacher |   |     |          |   | PhD Lecturer Smaranda TOMA  |                 |  |          |     |             |           |
| 2.4 | Year of studies | I | 2.5 | Semester | I | 2.6   | Evaluation type |  | colloquy | 2.7 | Course type | mandatory |

**3. Total estimated time**

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

**4. Prerequisites**

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

**5. Requirements**

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

**6. Specific acquired competences**

|                          |   |
|--------------------------|---|
| Professional competences |   |
| Transversal competences  | TC1 - Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work – 1 CP;<br>TC2 - Planning and organizing human resources within a group or an organization, being aware of the responsibility for professional results – 1 CP;<br>TC3 - Assuming the need for continuous training to create the premises for career development and adapting the professional and managerial skills to a dynamic economic environment – 2 CP. |



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

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

## 8. Contents

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

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

#### **Bibliography:**

1. Ashley, A., 2003, Oxford Handbook of Commercial Correspondence (New Edition), Oxford University Press.
2. Barghiel, V. et al., 2003, English for Business Administration, Economică: Bucharest.
3. Duckworth, M., 2003, Business Grammar and Practice, Oxford University Press.
4. Fahnestock Jeanne, 2011, Rhetorical Style: the Uses of Language in Persuasion, Oxford University Press.
5. Gibson, R., 2002, Intercultural Business Communication, Oxford University Press.
6. Lewis-Schätz, Sarah, Süchting, Dorte, 2006, Engleza de afaceri, Niculescu: Bucharest.
7. Littlejohn, A., 2005, Business Correspondence, Fourth Edition, Cambridge University Press.
8. Marcheteau, M., Berman, J.P., Savio, M., 2006, Engleza comercială, Niculescu: Bucharest.
9. Mincă Nicoleta, Simoni Smaranda, Maciu Andreea, 2017, Business English. Manual universitar pentru învățământul cu frecvență redusă, Editura Universității din Pitești (disponibil și pe platforma e-learning).
10. Năstăsescu Violeta, 2009, Dicționar economic englez-român, român-englez, Niculescu: Bucharest.
11. **Simoni Smaranda, 2018, Rhetoric and Argumentation in the Organizational Environment: Strategies and Situations - Practical Course for the Master Program "Strategic Management and Business Development", Editura Universității din Pitești (disponibil și pe platforma e-learning).**
12. \*\*\* English for Meetings. Oxford Express Series, Oxford University Press.
13. \*\*\* English for Negotiating. Oxford Express Series, Oxford University Press.
14. \*\*\* English for Presentations. Oxford Express Series, Oxford University Press.
15. \*\*\* Business Communication, Harvard Business School Essentials, Harvard Business School Press.
16. \*\*\* , 2006, Encyclopedia of Rhetoric, Oxford University Press.
17. \*\*\* , 2011, Cambridge Business English Dictionary, Cambridge University Press.
18. \*\*\* , 2011, International Business English Dictionary, Harper Collins Publishers: Glasgow.

#### **\* NOTES:**

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

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

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

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

## 10. Evaluation

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

Completion date,  
September 15<sup>th</sup>, 2018

Seminar teacher,  
PhD Lecturer Smaranda TOMA

Approval date in  
Department Council,  
September 28<sup>th</sup>, 2018

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

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

**SYLLABUS**  
**Organizational Culture and Behavior**  
**2018-2019**

**1. Program information**

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

**2. Course information**

|                       |                 |   |     |          |    |                                     |                 |   |     |             |           |  |
|-----------------------|-----------------|---|-----|----------|----|-------------------------------------|-----------------|---|-----|-------------|-----------|--|
| 2. Course information |                 |   |     |          |    |                                     |                 |   |     |             |           |  |
| 2.1                   | Name            |   |     |          |    | Organizational Culture and Behavior |                 |   |     |             |           |  |
| 2.2                   | Course teacher  |   |     |          |    | PhD. Lecturer Maria-Eliza ANTONIU   |                 |   |     |             |           |  |
| 2.3                   | Seminar teacher |   |     |          |    | PhD. Lecturer Maria-Eliza ANTONIU   |                 |   |     |             |           |  |
| 2.4                   | Year of studies | I | 2.5 | Semester | II | 2.6                                 | Evaluation type | E | 2.7 | Course type | Mandatory |  |

**3. Total estimated time**

|   |                                 |     |     |                 |    |     |           |       |
|---|---------------------------------|-----|-----|-----------------|----|-----|-----------|-------|
| 3.1   | Number of hours per week        | 3   | 3.2 | of which course | 1  | 3.3 | S / L / P | 2     |
| 3.4   | Total hours from curriculum     | 42  | 3.5 | of which course | 14 | 3.6 | S / L / P | 28    |
| <b>Time distribution of individual study</b>                      |                                 |     |     |                 |    |     |           | hours |
| Study the textbook, course support, bibliography and notes        |                                 |     |     |                 |    |     |           | 48    |
| Further reading in the library, on the online platforms and field |                                 |     |     |                 |    |     |           | 32    |
| Preparing seminars, homework, portfolios and essays               |                                 |     |     |                 |    |     |           | 45    |
| Tutoring  |                                 |     |     |                 |    |     |           | 4     |
| 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 entrepreneurial culture       |
| 4.2 | of competences | Capacities of analysis, synthesis and divergent thinking |

**5. Requirements**

|     |              |  |
|-----|--------------|--|
| 5.1 | for courses  | - Classroom equipping with video-projector   |
| 5.2 | for seminars | - Proper equipping of the seminar hall<br>- 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;<br>C3. Applying strategic management systems under certainty, uncertainty and risk – 2 CP;<br>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;<br>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**

|                                |   |
|--------------------------------|---|
| <b>7.1 General objective</b>   | Familiarize students with the knowledge on specific aspects of organizational culture and individual behavior in contemporary organizations, of culture types and mechanisms of individual behavior that have influences on the competitiveness of organizations.   |
| <b>7.2 Specific objectives</b> | <u>A. Cognitive objectives</u><br>Knowledge of theoretical and methodological elements of culture and organizational behavior<br>Understanding and interpretation of content;<br>Identifying managerial nature which causes certain developments in organizational culture and behavior in specific contexts<br>Develop students' ability of organizing and planning, analysis and synthesis<br>Understand current realities and future trends in shaping organizational cultures and behaviors in the context of obtaining and maintaining competitive advantage.<br><u>B. Procedural objectives</u><br>Ability to understand the complexity and dynamism of current organizational environment and diversity of individuals within it |

|  |  |
|--|--|
|  | <p>Apply gained knowledge in practical activities of the organization;<br/>         Develop the capacity of scientific approach to process management: development of the decision-making capacity, organization, etc.<br/>         Develop the capacity of analysis and evaluation of the organizational culture and behavior.<br/> <b>C. Objective atitudinale</b><br/>         Cooperation in teams, working to solve various tasks;<br/>         Using specific methods of change and developing a competitive organizational culture and behavior</p> |
|--|--|

## 8. Course contents

| 8.1. Course |  | No. of hours | Teaching methods  | Observations<br>Used resources   |
|-------------|--|--------------|---|----------------------------------|
| 1           | Organizational culture: concept, content, and function; influence factors; characteristics and roles of organizational culture; types of organizational culture. | 2            | - Lectures<br>- Debate with imaginary opponent<br>- Graphic organizer | <i>Power –point presentation</i> |
| 2           | Managerial culture: definition and content; managerial values; functions of the managerial culture.  | 2            |   |                                  |
| 3           | Patterns of the organizational culture change  | 2            |   |                                  |
| 4           | Individual and group behavior in organizations: the concept of group; typology of the groups, development stages of the groups                                   | 2            |   |                                  |
| 5           | Managers and leadership  | 2            |   |                                  |
| 6           | Conflict, power and politics in contemporary organization  | 2            |   |                                  |
| 7           | Characteristics of organizational culture and behavior in companies from Romania   | 2            |   |                                  |

### Bibliography:

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

| 8.2. Seminar |  | No. of hours | Teaching methods   | Observations<br>Used resources                |
|--------------|--|--------------|--|---|
| 1            | Organizing seminar: presentation of discipline' skills and targeted objectives; overview of the project structure and theme's distribution | 1            | - dialogue<br>- discussion<br>- teamwork<br>- heuristic conversation | Case study, homework and project presentation |
| 2            | Determinants of organizational culture. Case study: management system of SC RoConstructis SA   | 2            |  |   |
| 3            | Identification and analysis of specific key elements of organizational culture. Case Study Chemie SA.                                      | 2            |  |   |
| 4            | The relation management culture - organizational performance. Case Study Electric Co. LTD  | 2            |  |   |
| 5            | Implications of leaders' vision on the managerial organizational culture within a company. Case Study                                      | 4            |  |   |
| 6            | Organizational culture: identify and analyze the types of cultures   | 4            |  |   |
| 7            | Values, attitudes and job satisfaction of individuals; Case study  | 2            |  |   |
| 8            | Conflict management strategies in organizations  | 4            |  |   |
| 9            | Managing diversity and differences between individuals   | 2            |  |   |
| 10           | Organizational climate and its impact on organizational culture  | 2            |  |   |
| 11           | Styles of leadership in organizations. Models of leadership.   | 3            |  |   |

### Bibliography:

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

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

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

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

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

**10. Evaluation**

| Activity                          | 10.1 Evaluation criteria   | 10.2 Evaluation methods   | 10.3 Share of final mark |
|-----------------------------------|--|---|--------------------------|
| 10.4 Course                       | - The accuracy and completeness of knowledge;<br>- Logical consistency;<br>- The degree of assimilation of specialized language.   | - Final evaluation.   | 50%                      |
| 10.5 Seminar                      | - active participation in the seminar, solving case studies;<br>- admission to degree's requirements in terms of achieving homework  | - Student's free exposure;<br>- Oral form of dialogue.<br><br>- Oral presentation of the homework and project | 10%<br><br>40%           |
| 10.6 Minimum performance standard | 1. Communicating information using a correct scientific language of organizational culture and behavior course<br>2. Knowledge of the main concepts specific to organizational culture and behavior course<br>3. Pass mark 5 at the final evaluation |   |                          |

Completion date  
September 18<sup>th</sup>, 2018

Course teacher,  
PhD. Lecturer Maria-Eliza ANTONIU

Seminar teacher,  
PhD. Lecturer Maria-Eliza ANTONIU

Approval date in  
Department Council,  
September 28<sup>th</sup>, 2018

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

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

**SYLLABUS**  
**Integrated Quality Management**  
**2018 - 2019**

**1. Program information**

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

**2. Course information**

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

**3. Total estimated time**

|   |                                 |            |     |                 |    |     |                  |       |
|---|---------------------------------|------------|-----|-----------------|----|-----|------------------|-------|
| 3.1   | Number of hours per week        | 3          | 3.2 | of which course | 2  | 3.3 | <b>S / L / P</b> | 1     |
| 3.4   | Total hours from curriculum     | 42         | 3.5 | of which course | 28 | 3.6 | <b>S / L / P</b> | 14    |
| <b>Time distribution</b>  |                                 |            |     |                 |    |     |                  | hours |
| Study the textbook, course support, bibliography and notes        |                                 |            |     |                 |    |     |                  | 50    |
| Further reading in the library, on the online platforms and field |                                 |            |     |                 |    |     |                  | 50    |
| Preparing seminars, homework, portfolios and essays               |                                 |            |     |                 |    |     |                  | 40    |
| Tutoring  |                                 |            |     |                 |    |     |                  | 8     |
| Examinations  |                                 |            |     |                 |    |     |                  | 5     |
| Other activities  |                                 |            |     |                 |    |     |                  | 5     |
| 3.7   | Total hours of individual study | 158        |     |                 |    |     |                  |       |
| 3.8   | <b>Total hours per semester</b> | <b>200</b> |     |                 |    |     |                  |       |
| 3.9   | <b>Number of credits</b>        | <b>8</b>   |     |                 |    |     |                  |       |

**4. Prerequisites**

|                     |   |
|---------------------|---|
| 4.1. of curriculum  | Elements of Management<br>Elements of Economics     |
| 4.2. of competences | Capacity of analysis, synthesis, divergent thinking |

**5. Requirements**

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

**6. Specific acquired competences**

|                          |  |
|--------------------------|--|
| Professional competences | C1. Evaluating opportunities and risks specific to business environment in order to design organizational changes – 1 CP;<br>C2. Making decision scenarios and forecasting their potential impact – 1 CP;<br>C3. Applying strategic management systems under certainty, uncertainty and risk – 1 CP;<br>C4. Revaluating the entrepreneurial skills in a competitive environment – 2 CP;<br>C5. Analyzing and interpreting market information for decision making in business – 1 CP;<br>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.  |

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

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

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

## 8. Course contents

| 8.1. Course |   | No. of hours | Teaching methods  | Observations Resources   |
|-------------|---|--------------|---|--|
| 1           | <b>Management organizational system</b><br>1.1. Factors in designing a project structure<br>1.2. Types of project organizations structures<br>1.3. Programmatic Based<br>1.4. Matrix Based<br>1.5. Project Based<br>1.6. Management styles<br>1.7. Project governance   | 2            | Lecture<br><br>Heuristic conversation<br><br>Problem solving<br><br>Explanation<br><br>Debate | Demonstration using modern audio-visual means (short PowerPoint presentations) |
| 2           | <b>Concerns of developing quality systems and techniques</b><br>2.1. Total Quality Management (TQM)<br>2.2. Six Sigma<br>2.3. Elements of a quality system<br>2.3.1. Participative Management<br>2.3.2. Vision and Values<br>2.3.3. Developing the Plan<br>2.3.4. Communication<br>2.3.5. Rewards and Acknowledgment<br>2.4. Quality System Design  | 2            |   |  |
| 3           | <b>Modern concepts in addressing quality. Global quality competitive</b><br>3.1. Total Quality Management (TQM)<br>3.2. Lean Production<br>3.3. International Standards Organization Quality Management Standards<br>3.4. Society for Quality (ASQ) (formerly the American Society for Quality Control).<br>3.5. The Quality Process<br>3.6. Negating and confirming signs of management commitment<br>3.7. Management's responsibilities<br>3.8. Tools for measuring quality | 4            |   |  |
| 4           | <b>Environmental quality management systems</b><br>4.1. Objective and scope<br>4.2. Quality and environmental policy of the utility<br>4.3. Description of company activities and organization<br>4.4. Environmental compliance requirements<br>4.4.1. Legal register<br>4.4.2. Identification of environmental aspects and impacts<br>4.4.3. Objectives, targets and programs  | 4            |   |  |
| 5           | <b>Health and safety management systems at work</b><br>5.1. The General Characteristics of an OHSMS<br>5.1.2. Elements of an OHSMS<br>5.2.2 Voluntary or Mandatory Implementation Methods<br>5.2. System Types<br>5.3. Degree of Implementation: Quality Levels<br>5.4. Degree of Implementation: Introductory and Advanced Systems<br>5.5. OHSMS Diversity and Evaluation: A Summary<br>5.6. OHSMS Diversity: 5 Key Dimensions for Evaluation                                | 4            |   |  |



|    |  |   |  |  |
|----|--|---|--|--|
|    | 5.7. Integrating OHSMS with General Management Systems<br>5.8 Success Factors for OHSMS  |   |  |  |
| 6  | <b>Maximum-security objective and strategy in the MSSM</b><br>6.1. How to collect information?<br>6.2. How to select a taxonomy system for an IT security program?   | 2 |  |  |
| 7  | <b>Social responsibility management systems</b><br>7.1. Corporate Social Responsibility (CSR)<br>7.2. Background influences<br>7.3. Process approach<br>7.4. Compatibility of CSR/CG management system with other management systems<br>7.5. Corporate Social Responsibility/ Corporate Governance management system<br>7.6. Management and Board responsibility<br>7.7. Board/management review | 2 |  |  |
| 8  | <b>Information security management</b><br>8.1. Monitoring Information Security Management Performance<br>8.2. Social Care Information<br>8.3. Information Security Management: NHS Code of Practice<br>8.4. NHS Information Security Management<br>8.5. Individual Responsibility<br>8.6. Information Security Policy (NHS Organisations)<br>8.7. Information Risk Assessment                    | 4 |  |  |
| 9  | <b>Integrated quality management</b><br>9.1. Principles of and Assumptions for Integrated Management Systems   | 2 |  |  |
| 10 | <b>Case studies</b>  | 2 |  |  |

#### Bibliography:

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

| 8.2. Seminar   |   | No. of hours | Teaching methods  | Observations Resources  |
|--|---|--------------|---|---|
| 1  | Debates on introduction to integrated quality management: ISO 9001:2015; ISO 14001; ISO 18001<br>- The first UN conference on environmental issues, Stockholm, 1972<br>- Brundtland Report of the World Commission on Environment and Development (CMED), 1987<br>- United Nations Conference on Environment and Development, Rio de Janeiro, 1992: Earth Charter declaration and action plan Agenda 21<br>- National Action Program on environmental protection in Central and Eastern Europe, Lucerne, 1993<br>- World Summit on Sustainable Development, Johannesburg, UN 2002 | 8            | Conversation<br>Problem solving<br>Reflection exercises<br>Debate | Demonstration using modern audio-visual means (short PowerPoint presentations, videos etc.) |
| 2  | Presentation of project structure. Example: Case Study.   | 2            | Explanation   | Computer assisted instruction, modeling   |
| 3  | Presentation of integrated quality  | 6            | Teamwork  |   |
| 4  | Case studies on standardization in environmental management (ISO 9000, ISO 14000, ISO 14001 certificates)   | 6            | Project presentations   |   |
| 5  | Designing studies, plans and programs to improve the activity of the manufacturing companies / distributors of organic products – applications  | 4            |   |   |
| 6  | Presentation of the project   | 2            |   |   |
| <b>Bibliography:</b> <ol style="list-style-type: none"> <li>1. SINISI Crenguța-Ileana, Integrated Quality Management – suport de curs, 2017</li> <li>2. MORGAN, J.; BRENIG-JONES, M., Lean Six Sigma for Dummies.3rd Edition, John Willey &amp; Sons, 2016</li> <li>3. Knowles G., Quality Management, bookboon, <a href="http://www.znrfak.ni.ac.rs/SERBIAN/010-STUDIJE/OAS-3-2/PREDMETI/III%20GODINA/316-KOMUNALNI%20SISTEMI%20I%20ZIVOTNA%20SREDINA/SEMINARSKI%20RADOVI/2014/S175%20-%20S200.pdf">http://www.znrfak.ni.ac.rs/SERBIAN/010-STUDIJE/OAS-3-2/PREDMETI/III%20GODINA/316-KOMUNALNI%20SISTEMI%20I%20ZIVOTNA%20SREDINA/SEMINARSKI%20RADOVI/2014/S175%20-%20S200.pdf</a>, 2011</li> <li>4. Aized T., Total Quality Management and Six Sigma, InTech Janeza Trdine 9, 51000 Rijeka, Croatia <a href="http://www.mescenter.ru/images/abook_file/Total_Quality_Management_and_Six_Sigma.pdf">http://www.mescenter.ru/images/abook_file/Total_Quality_Management_and_Six_Sigma.pdf</a>, 2012</li> <li>5. Luburić R., Total Quality Management as a Paradigm of Business Success, Journal of Central Banking Theory and Practice, 2014, Vol.3 No.1, pp. 59-80, <a href="ftp://ftp.repec.org/opt/ReDIF/RePEc/cbk/journal/vol3no1-5.pdf">ftp://ftp.repec.org/opt/ReDIF/RePEc/cbk/journal/vol3no1-5.pdf</a>, 2014</li> <li>6. Besterfield H.D., Total Quality Management, KINDERSLEY LTD. INDIA, <a href="https://mtechlib.files.wordpress.com/2016/07/total-quality-management.pdf">https://mtechlib.files.wordpress.com/2016/07/total-quality-management.pdf</a>, 2011</li> </ol> <p>*** 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.</p> <p>*** Agenda 21: Programme of Action for Sustainable Development; United Nations, New York, 1990.</p> <p>*** EU EUROSTAT, Measuring Sustainable Europe.</p> <p>*** The Rio Declaration endorsed by the UNGA in resolution 47/190 of 22 December 1992.</p> <p>OGU 34/17.04.2000 on organic food.</p> <p>*** Transforming our World: The 2030 Agenda for Sustainable Development, United Nations, 2015.</p> |   |              |   |   |

**\* NOTES:**

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

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

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

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

**10. Evaluation**

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

Completion date,  
September 13<sup>rd</sup>, 2018

Course teacher,  
PhD Lecturer SINISI Crenguța Ileana

Seminar teacher,  
PhD Lecturer SINISI Crenguța Ileana

Approval date in  
Department Council,  
September 28<sup>th</sup>, 2018

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

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

**SYLLABUS**  
**Decisional Simulations**  
**2018-2019**

**1. Program information**

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

**2. Course information**

|     |                 |   |     |          |    |  |                 |   |     |             |           |
|-----|-----------------|---|-----|----------|----|--|-----------------|---|-----|-------------|-----------|
| 2.1 | Name            |   |     |          |    | Decisional Simulations                 |                 |   |     |             |           |
| 2.2 | Course teacher  |   |     |          |    | PhD Assistant Professor Puiu GRĂDINARU |                 |   |     |             |           |
| 2.3 | Seminar teacher |   |     |          |    | PhD Assistant Professor Puiu GRĂDINARU |                 |   |     |             |           |
| 2.4 | Year of studies | I | 2.5 | Semester | II | 2.6                                    | Evaluation type | E | 2.7 | Course type | mandatory |

**3. Total estimated time**

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

**4. Prerequisites (where appropriate)**

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

**5. Requirements**

|     |              |  |
|-----|--------------|--|
| 5.1 | for courses  | The lecture room should be equipped with a video-projector.                          |
| 5.2 | for seminars | 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;<br>C2. Making decision scenarios and forecasting their potential impact – 2 CP;<br>C4. Revaluating the entrepreneurial skills in a competitive environment – 1 CP;<br>C5. Analyzing and interpreting market information for decision making in business – 2 CP;<br>C6. Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques – 1 CP. |
| Transversal competences  |   |

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

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

|  |  |
|--|--|
|  | <p>3. Explanation and interpretation of the generalization and simplification of the real phenomenon, analyzed and researched at the level of the fundamental laws of governing;</p> <p>4. Assimilation of the simulation models</p> <p>5. Correct definition of the study of "Decisional Simulation" and the establishment of its connections with other economic sciences</p> <p><i>B. Procedural objectives</i></p> <p>1. Drafting of a team project at the company's level and of its components</p> <p>2. Solving of applications and case studies for each method and technique</p> <p>3. Set up a pronounced systemic vision for the creation and use of the managerial tools</p> <p>4. Use of some self-assessment methods of the learning activity</p> <p><i>C. Attitudinal objectives</i></p> <p>1. Respecting the rules of professional deontology, based on explicit value options of a specialist in management;</p> <p>2. Cooperation and teamwork to solve various job tasks;</p> <p>3. Using specific methods to develop plans of personal and professional development.</p> |
|--|--|

## 8. Contents

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

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

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

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

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

**10. Evaluation**

| Activity type                        | 10.1 Evaluation criteria  | 10.2 Evaluation methods  | 10.3 Share of final mark |
|--------------------------------------|---|--|--------------------------|
| 10.4 Course                          | <ul style="list-style-type: none"> <li>- accuracy and completeness of knowledge</li> <li>- logical coherence</li> <li>- degree of assimilation of the specialized language</li> </ul>   | <ul style="list-style-type: none"> <li>- Final assessment</li> </ul>   | 50 %                     |
| 10.5 Seminar                         | <ul style="list-style-type: none"> <li>• Seminar activity - assessment of responses to the questions raised by the teacher and of active participation of each student in the solving of the case studies</li> <li>• Check list</li> </ul>  | <ul style="list-style-type: none"> <li>• Free presentation of the student and the oral questioning in the form of dialogue</li> <li>• Testing</li> </ul> | 20%<br><br>10%           |
| 10.6 Laboratory                      | <ul style="list-style-type: none"> <li>- Presentation of the economical-financial results of the companies simulated compared to the strategic directions</li> <li>- Assessment of the strategies that have been adopted</li> <li>- Assessment of the quality of the decisions</li> </ul>   | <ul style="list-style-type: none"> <li>- Oral presentation of the homework</li> <li>- Oral questioning</li> </ul>  | 20%                      |
| 10.7 Minimum standard of performance | 1. Communication of information using correctly the scientific language with respect to the field of the decisional simulations<br>2. Knowledge of the basic concepts pertaining to the discipline " Decisional Simulations "<br>3. The ability to use stimulating creativity capacities of the students in the diagnosis of the economic and management situations<br>4. Grade 5 in the final assessment. Student must :<br><ul style="list-style-type: none"> <li>- use Markov chains to predicting market share</li> <li>- analyze the environmental factors</li> <li>- explain implementation and evaluation of the strategy</li> </ul> |  |                          |

Completion date,  
September 24<sup>th</sup>, 2018

Course teacher,  
PhD Associate Professor  
Puiu GRĂDINARU

Seminar teacher,  
PhD Associate Professor  
Puiu GRĂDINARU

Approval date in  
Department Council,  
September 28<sup>th</sup>, 2018

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

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

**SYLLABUS**  
**Business Development Strategies through Projects**  
**2018-2019**

**1. Program information**

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

**2. Course information**

|                       |                 |   |     |          |    |  |                 |          |     |             |           |  |
|-----------------------|-----------------|---|-----|----------|----|--|-----------------|----------|-----|-------------|-----------|--|
| 2. Course information |                 |   |     |          |    |  |                 |          |     |             |           |  |
| 2.1                   | Name            |   |     |          |    | Business Development Strategies through Projects |                 |          |     |             |           |  |
| 2.2                   | Course teacher  |   |     |          |    | PhD Associate Professor Doruleț GRĂDINARU        |                 |          |     |             |           |  |
| 2.3                   | Seminar teacher |   |     |          |    | PhD Associate Professor Doruleț GRĂDINARU        |                 |          |     |             |           |  |
| 2.4                   | Year of studies | I | 2.5 | Semester | II | 2.6  | Evaluation type | colloquy | 2.7 | Course type | mandatory |  |

**3. Total estimated time**

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

**4. Prerequisites**

|     |                |   |
|-----|----------------|---|
| 4.1 | of curriculum  | The basics of Economics and Management              |
| 4.2 | of competences | Capacity of analysis, synthesis, divergent thinking |

**5. Requirements (where appropriate)**

|     |              |  |
|-----|--------------|--|
| 5.1 | for courses  | Endowment of the lecture rooms with video projectors                     |
| 5.2 | for seminars | The seminar room should be equipped with a video-projector and computers |

**6. Specific acquired competences**

|                          |   |
|--------------------------|---|
| Professional competences | C1. Evaluating opportunities and risks specific to business environment in order to design organizational changes – 1 CP;<br>C2. Making decision scenarios and forecasting their potential impact – 1 CP;<br>C3. Applying strategic management systems under certainty, uncertainty and risk – 1 CP;<br>C5. Analyzing and interpreting market information for decision making in business – 1 CP;<br>C6. Substantiating strategic decisions to attract and retain customers, using modern sale methods and techniques – 1 CP. |
| Transversal competences  | TC1 - Applying the rules and values of professional ethics in decision making and achieving independently or in groups the complex tasks / objectives at work – 2 CP;<br>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 <b>Business Development Strategies through Projects</b> transmits the students the need to implement sustainable development strategies and policies, evaluated in a coordinated way and taken into account in decision making.<br>Presenting the concepts, principles and basic notions specific to the system of project management.   |
| 7.2 Specific objectives | <b>A. Cognitive objectives</b><br>1. Knowing and understanding different basic concepts, components and characteristics of project management;<br>2. Operating with ADS, CPM and PERT methods in the timing projects;<br>3. Explaining and interpreting the basic project management issues from the systemic perspective;<br>4. Understanding the project manager's role in coordinating projects. |



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

## 8.Contents

| 8.1. Course  |   | No. of hours | Teaching methods   | Observations Resources   |
|--|---|--------------|--|--|
| 1  | <b>STRATEGY AND STRATEGIC MANAGEMENT OF THE COMPANY. FORMULATION OF COMPANY STRATEGIES</b><br>1.1 Formulation of strategies at the overall level of firms<br>1.2. Formulation of business strategies  | 2            | <div>- lecture</div> <div>- debate with fictitious opponent</div> <div>- graphic organizer</div> | <div>(Other) resources used:</div> <div>Short presentations in Power Point for the stimulation of the reflection</div> |
| 2  | <b>DIAGNOSTIC ANALYSIS SUPPORTS THE STRATEGY OF THE COMPANY STRATEGY</b><br>2.1. Preparing for diagnosis<br>2.2. Preliminary documentation<br>2.3. Analysis of economic and managerial viability  | 2            |  |  |
| 3  | <b>DETERMINING THE POTENTIAL FOR ECONOMIC AND MANAGERIAL VIABILITY</b><br>3.1 The ALTMAN model<br>3.2 The Model of Criteria for Assessing Managerial Economic Performance<br>3.3The matrix model for assessing internal and external factors  | 2            |  |  |
| 4  | <b>STRATEGIES IN THE FIELD OF RESEARCH AND DEVELOPMENT. TECHNOLOGY PERFECTION STRATEGIES</b><br>4.1 From research-development strategies to innovation strategies<br>4.2 Company C & D & Innovation Strategies: Influence and Typology Factors<br>4.3 Strategies for improving technology | 4            |  |  |
| 5  | <b>QUALITY STRATEGIES. STAFF DEVELOPMENT STRATEGIES</b><br>5.1 Quality and quality strategy at the firm level<br>5.2 Designing training and development programs<br>5.3 Implementing training and development programs<br>5.4 Training and development strategies                         | 4            |  |  |
| 6  | <b>COMPETITIVE STRATEGIES SPECIFIC TO THE COMPANY</b><br>6.1 Offensive strategies and defensive strategies<br>6.2 Situational strategies according to the competitive position of the firm  | 4            |  |  |
| 7  | <b>METHOD C.P.M (CRITICAL PATH METHOD)</b><br>7.1 GENERALITIES<br>7.2. RULES FOR BUILDING THE GRAPH NETWORK<br>7.3 PROJECT PARAMETERS C.P.M.  | 4            |  |  |
| 8  | <b>POTENTIAL METRA METHOD (M.P.M)</b><br>8.1 GENERALITIES<br>8.2. NETWORK SETTING RULES AoN<br>8.3 PRIORITY DIAGRAMS  | 2            |  |  |
| 9  | <b>METHOD P.E.R.T. (Program Evaluation and Review Technique)</b><br>9.1 Fundamental notes of integral calculation and theory of probabilities.<br>9.2 Method P.E.R.T.   | 4            |  |  |
| <b>Bibliography</b> <div><div>1. Grădinaru, D., Business development strategies through projects, Lecture Notes in Electronic Form, 2017</div><div>2. Passenheim, O., Project management, Ventus Publishing, <a href="http://www.sterrenstages.nl/uploads/projectmanagement.pdf">http://www.sterrenstages.nl/uploads/projectmanagement.pdf</a>, 2009</div><div>3. KENDRICK, TOM, Identifying and managing project risk: Essential tools for failure proofing your project., New York : Amacom, 2009</div><div>4. PROJECT MANAGEMENT PRINCIPLES, <a href="http://www.free-management-ebooks.com">www.free-management-ebooks.com</a>, 2013</div><div>5. James A. Brickley, Clifford W. Smith, Jerold L. Zimmerman, Managerial economics and organizational architecture. McGraw-Hill / Irwin, 2009</div></div> |   |              |  |  |

| 6. JOSEPH HEAGNEY, Fundamentals of Project Management, American Management Association, 1601 Broadway, New York, NY 10019, 2012,<br><a href="https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15_Detwiler_Resources.pdf">https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15_Detwiler_Resources.pdf</a>  |   |                       |   |   |
|--|---|-----------------------|---|---|
| 8.2. Project   |   | No. of hours          | Teaching methods  | Observations Resources                        |
| 1  | <b>Presentation of the company</b><br>1.1. Object of activity<br>1.2. Characterization of the products (services) of the company<br>1.3. Structural organization<br>1.4. Possible changes that took place within the company<br>1.5. Economical-financial situation                             | 1<br>1<br>1<br>1<br>1 | -Questioning<br>-Debate<br>-Working group<br>-Conversation<br>-Heuristic approach | Case study, homework presentation, check list |
| 2  | <b>Application of the methodology for the implementation of project management in organizational context</b><br>2.1. Project identification and setting its goals<br>2.2. Time management<br>2.3. Project cost management<br>2.4. Project quality management<br>2.5. Risk management in project | 2<br>2<br>2<br>1<br>1 |   |   |
| 3  | <b>Proposals for the increase of the efficiency of the company by emphasizing the creative side of the management</b>   | 1                     |   |   |
| <b>Bibliography</b><br>1. Grădinaru, D., Project guide – drafting a business development project, material didactic pe suport electronic, 2017<br>2. Passenheim, O., Project management, Ventus Publishing, <a href="http://www.sterrenstages.nl/uploads/projectmanagement.pdf">http://www.sterrenstages.nl/uploads/projectmanagement.pdf</a> , 2009<br>3. KENDRICK, TOM, Identifying and managing project risk: Essential tools for failure proofing your project., New York : Amacom, 2009<br>4. PROJECT MANAGEMENT PRINCIPLES, <a href="http://www.free-management-ebooks.com">www.free-management-ebooks.com</a> , 2013<br>5. James A. Brickley, Clifford W. Smith, Jerold L. Zimmerman, Managerial economics and organizational architecture, McGraw-Hill / Irwin, 2009 |   |                       |   |   |

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

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

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

**10. Evaluation**

| Activity type                     | 10.1 Evaluation criteria  | 10.2 Evaluation methods  | 10.3 Share of final mark |
|-----------------------------------|---|--|--------------------------|
| 10.4 Course                       | - accuracy and completeness of knowledge<br>- logical coherence<br>- degree of assimilation of the specialized language   | - Written assessments during the semester<br><br>- Final assessment  | 20%<br><br>30 %          |
| 10.5 Project                      | <ul style="list-style-type: none"> <li>Periodical assessment</li> </ul><br>Project – Application of the methodology for the implementation of project management in organizational context  | <ul style="list-style-type: none"> <li>Free presentation of the student and the oral questioning in the form of dialogue</li> </ul><br>- Oral presentation of the homework<br>- Oral questioning | 20%<br><br>30%           |
| 10.6 Minimum performance standard | 1. Communication of information using correctly the scientific language with respect to the field of project management<br>2. Knowledge of the basic concepts pertaining to the discipline “Business development strategies through projects”<br>3. The ability to use the methods of stimulating creativity in the utility and methodology of projects<br>4. Grade 5 in the final assessment |  |                          |

Completion date,  
September 16<sup>th</sup>, 2018

Course teacher,  
PhD Associate Professor Doruleț GRĂDINARU

Seminar teacher,  
PhD Associate Professor Doruleț GRĂDINARU

Approval date in  
department,  
September 28<sup>th</sup>, 2018

Head of Department  
(provider)  
PhD Associate Professor Daniela Mihai

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